
Lake County SOV Reduction Peer Review

Lake County, a suburban county in the Chicago metropolitan area, has experienced growth in single occupant vehicle (SOV) commuting trips over the last two decades. The project goal is to recommend practical and implementable strategies to reduce SOV trips made by residents and workers. To develop a range of potential SOV reduction measures for implementation in Lake County, the project team has conducted research in many areas, including peer interviews. These peer reviews are intended to identify regions with SOV reductions in place with comparable socio-economic profiles.

With a goal of completing a minimum of five peer interviews, the project team identified ten peer organizations and conducted nine interviews (one peer organization declined to participate). Recognizing the winter weather influence on transportation in Chicago, six of the nine agencies interviewed experience similar weather as the Chicago area. While formal interview summaries are included in the appendix, the report below provides a summary of each peer region, an overview of the most common SOV reduction strategies implemented by the peer regions, impacts to SOV reduction post-COVID-19, and the advice and lessons learned from each peer region. This information will assist Lake County Division of Transportation (DOT) in developing and implementing sustainable SOV reduction programs.

General Overview of Findings

The following summaries of each peer interview include descriptions of the organization, their role and approach to SOV reduction, the local and regional planning documents to guide SOV reduction strategy, funding sources, and the other organizations and jurisdictions they coordinate with on SOV reduction measures.

Arlington County Commuter Services (ACCS) in Northern Virginia is located five miles from the nation's capital. The program is situated within the county Environmental Services department that works to encourage the use of all travel modes including telework to reduce driving alone in the Washington, D.C. area. Their approach to SOV reduction is broad - it includes an employer outreach program called Arlington Transportation Partners, a research and communications division, and a comprehensive commuter marketing effort that capitalizes on the populations that are progressive, dense with millennials and supports the trails and biking network. The program is mostly CMAQ-funded so their motivation is congestion reduction and providing as many travel options as possible. ACCS has a TDM Plan that was developed for Fiscal Years 2018-2023, but that will likely be revised to be aligned with post-COVID-19 direction. ACCS is part of Commuter Connections, a regional network of transportation organizations working to improve commutes coordinated by the Metropolitan Washington Council of Governments. They also work closely with chambers of commerce, the economic development wing of the county and the other TDM providers throughout the region. ACCS considers themselves the leader of SOV reduction in their

area. Their primary SOV reduction measures include employer outreach and the bicycle/pedestrian initiatives.

Baltimore County Government's Department of Public Works is the overarching agency of the Bureau of Traffic Engineering and Transportation Planning (TETP), which provides transit services in the region. The county's facilities are in Townson, Maryland which is north of the City of Baltimore. The agency's Transportation Planning unit's mission is to optimize the transportation system for end users by monitoring transportation conditions, envisioning the future and identifying emerging issues and developing and analysing appropriate solutions in cooperation with the community-at-large and policy makers (Baltimore County Government, 2020). SOV reduction is a priority for Baltimore County due to the amount of congestion in some of the region's highly dense areas. The county's geography has created challenges, but that has not stopped Baltimore County from collaborating and partnering with other agencies in the region, like Maryland Department of Transportation (MDOT), Baltimore Regional Transportation Board (BRBT) and Owings Mills (unincorporated community) to coordinate SOV reduction plans and projects. The region has a Central Maryland Transportation Plan, which is ongoing and has multiple stages, including identified issues within Baltimore County and its surrounding counties, established goals and mitigation projects and implantation plans which will include regular monitoring to determine which projects best achieve the plan's goals. Baltimore County is reducing SOV with several key programs that include County Ride, Bicycle/Pedestrian Planning initiatives and Fixed Route Shuttle services.

Cobb County Department of Transportation in Georgia is a county situated northwest of Atlanta. The Department of Transportation develops, manages and operates roads, sidewalks and trails, transit bus service and a local airport. Their approach to SOV reduction focuses on adherence to their Complete Streets policy while also focusing investments and programs in coordination with land use to support all travel modes and encourage SOV reduction. This guidance is detailed in their Comprehensive Transportation Plan which is the planning document utilized for their SOV reduction strategies. Their capital expansion efforts are funded through special-purpose local-options sales tax (SPLOST) funds and their short-term TDM effort was funded in part through CMAQ and local SPLOST planning dollars. The county's efforts are coordinated with the two Community Improvement Districts (CIDs) and their six cities within the county. They also coordinate often with the chamber of commerce and Cobb Travel and Tourism. Their primary SOV reduction measures include transit, trails and TDM.

The **Denver Regional Council of Governments** (DRCOG) serves nine counties around Denver. Their mission is to serve as the planning organization where local governments collaborate to establish guidelines, set policy and allocate funding for mobility, growth and development and the aging and disabled populations. The Metro Vision Regional Transportation Plan (MVRTP) offering strategies for SOV reduction plays an important role as their region deals with population growth, congestion and air quality concerns. While the Denver area is very diverse, transportation and SOV reduction is an agreeable topic across the region and is a means to multiple civic goals shared across their government partners.

The Metro Vision plan calls out specific work trip commute reduction goals of non-SOV travel at 35% by 2040 (baseline - 25.1% in 2014). The TDM outreach program, Way to Go, is CMAQ-funded while other trip reduction programs are funded through the TIP, the state and other partner Transportation Management Associations (TMAs). SOV reduction is a team effort between DRCOG, the regional air quality council, the TMAs, local governments and with the state TDM program. They centralize the efforts when it makes sense and localize as needed.

George Washington Regional Commission (GWRC) is in Fredericksburg, Virginia and is the Planning District Commission (PDC) for the region. The GWRC exists in the region to promote, plan and establish transportation alternatives to reduce SOV travel. SOV reduction is extremely important in the region considering that it is one of the top gridlocked areas in the nation and a 2017 study stated that the region has one of the most congested roads in the country. To expand SOV reduction goals, GWRC is working with consultants to create a new strategic plan. GWRC is currently working to increase the number of riders for vanpools, carpools and public transit in the region. The two major SOV reduction programs are GWRideConnect and Guaranteed Ride Home (GRH). GWRideConnect is the region's nationally recognized rideshare program that facilitates and promotes vanpooling and other transit use. There are multiple stakeholders in the region that work together to deliver and implement the region's SOV reduction measures, such as the Virginia Department of Rail and Public Transportation (DRPT), Potomac and Rappahannock Transportation Commission (PRTC) and Fredericksburg Area Metropolitan Planning Organization (FAMPO). These efforts are spread and coordinated across the above agencies.

Hampton Roads Transportation Planning Organization (HRTPO), located in Chesapeake, Virginia, serves a total of 18 different localities ranging from cities to counties. HRTPO funds a program called TRAFFIX, which focuses on SOV reduction in the region. The agency's mission is to connect Hampton Roads travelers with transportation solutions that are reliable, safe, efficient and sustainable. TRAFFIX advocates and provides choices for people who are currently driving alone – teleworking, vanpooling, carpooling, transit and biking – for military personnel, shipyard workers and college students. SOV reduction is very important to HRTPO primarily due to congestion, air quality, reducing anxiety for commuters and motivating employees to utilize other modes of transportation. The region had poor air quality and now meets clean air standards due to their focus on reducing vehicle miles travelled (VMT). The region coordinates SOV reduction initiatives through the Virginia Department of Rail and Public Transportation (DRPT) where HRTPO and other northern Virginia groups collaborate and partner to implement SOV reduction initiatives, such as their Commuter Rewards and Ride Matching program and Guaranteed Ride. TRAFFIX has three outreach staff members who specifically focus on establishing relationships with employers and serving as liaisons to get commuters to participate in their SOV reduction initiatives.

Metropolitan Council (Met Council) is headquartered in St. Paul, Minnesota serving a total of seven counties. The transportation division within Metropolitan Council focuses on fostering efficient and economic growth for a prosperous region. The agency focuses on transit ridership on a variety of modes, including express and local buses, light rail, dial-a-

ride service and transportation for people with disabilities. Metropolitan Council's long-range plan focuses on reducing VMT with six major goals in mind: stewardship, safety and security, access to destinations (encompasses connectivity and mobility), healthy and equitable environment, prosperity and leveraging land use for efficient transportation investments. Metropolitan Council implements these goals by supporting and funding five Transportation Management Organizations (TMOs) in the region, such as Community Services, Commute Solutions, Move Minneapolis, Move Minnesota and Anoka County. Additionally, the agency works side-by-side with the City of Minneapolis and Hennepin County to ensure a consistent visionary approach and encourage communities to implement different modes of transit, such as asking every community within the region to consider transportation issues as part of their comprehensive plans or when applying for funding. Metropolitan Council believes that collaborating and partnering with other agencies provides a holistic approach to reducing VMTs.

Montgomery County sits northwest of Philadelphia in Pennsylvania. The Planning Commission strives to support the quality of life by strengthening the transportation network. Their approach to SOV reduction is through adherence to their Complete Streets policy and supporting their two Transportation Management Associations working to deploy TDM strategies across the county. *Montco 2040: A Shared Vision* is the county plan document that guides their SOV reduction strategies along with their bicycle and pedestrian plan. These efforts that support active transportation are important to serve residents who want multiple travel options to get to work and other popular destinations like the Valley Forge National Historic Park. Funding for SOV reduction comes from many sources including the state DOT, economic development and the Department of Natural Resources. There are grants available for transportation projects from vehicle registration fees. The county partners with the DOT, SEPTA (Southeastern Pennsylvania Transportation Authority), the TMAs and the townships for the SOV reduction efforts. The SOV reduction strategies implemented include transit, trails, and TDM services. The TDM services are implemented by the local TMAs, so we conducted an additional interview with the Greater Valley Forge (GVF) TMA. Their core service is planning and analysis for employers to reduce SOV commuting. Additionally, they look at congested corridors for opportunities to reduce SOV travel. These efforts are often focused on worksites and blend the context of the company culture and local travel infrastructure, with employee origin analysis to create recommendations to reduce drive alone travel.

Pierce Transit is a municipal corporation operated by an elected board that serves 70% of Pierce County and small portions of King County in the state of Washington. Pierce Transit's mission is to improve people's quality of life by providing safe, innovative and useful transportation services that are locally based and regionally connected. The agency provides three main types of services: primarily fixed route buses, paratransit shuttles and vanpools to help riders get to jobs, schools and appointments. Pierce Transit's planning initiatives are guided by Puget Sound Regional Council (PSRC), which is the region's MPO. SOV reduction is extremely important to Pierce Transit and its partner agencies, like Pierce County, Downtown On The Go, Pierce Trips, Mobility On Demand (created in partnership by Sound Transit and King County Metro) and Micro Transit service providers, due to having

one of the most congested corridors in the state. Also, Pierce County geographically lies between mountains where pollution is trapped resulting in poor air quality. This led the agency to invest in fleet vehicles that utilize compressed natural gas for their fixed route bus system. With efforts spread across multiple entities, Pierce Transit has seen success in their transit services and are getting ready to implement a Bus Rapid Transit (BRT) line along a 14-mile corridor which has the agency's highest ridership.

COVID-19 Impacts

The Centers for Disease Control (CDC) confirmed the first case of coronavirus in the United States on January 21, 2020, and the President declared a public health emergency by the end of the month. By March 11, the World Health Organization declared the spread of COVID-19 a pandemic and the White House and state governments began introducing social distancing guidelines and stay-at-home orders to slow the spread of the virus. While many Americans found themselves furloughed or unemployed, many essential employees still needed to travel to physical worksites. Others could continue their work using remote access and cloud-based systems to continue work by teleworking, but schools and daycare centers closed, presenting parents and caregivers with new challenges of online learning, child care responsibilities and learning to balance the demands of work and home like they never have before. The peer interviews were conducted in April and May, presenting a unique opportunity to gather observations and considerations for the current impacts of COVID-19 and how each organization may alter their SOV reduction strategies in the future.

Telework

Many organizations have transitioned to promoting telework to those who can continue working from home and limit their travel into a physical office. DRCOG's Way to Go program has always promoted telework, but they were not prepared to help companies implement programs quickly, so they have built out more resources to assist their partner companies. Arlington Transportation Partners from the ACCS interview reported that they went from 140 companies offering telework to now 800-900 companies, so they have also expanded their resource library for telework. The GVF TMA in Montgomery County said many employees who are juggling children and full-time telework are experiencing burnout and employers are struggling to find solutions. The TRAFFIX team has never promoted telework before, but they have suspended their other travel promotions and will likely continue promoting telework as stay at home orders are lifted. The Metropolitan Council is looking to deploy a survey to understand commuter perceptions of returning to work, how they will choose to travel and their interest in continuing to telework. The GWRC team is hopeful telework will stick and they are thankful they moved their operation into the cloud five years ago because their own business operations have been seamless during this time.

Biking & Active Transportation

Montgomery County has kept their trail networks open to encourage residents to stay active and they are seeing high usage and dealing with congestion management and etiquette concerns on the trails. Arlington County has seen a change in their bikeshare ridership data, and it appears that users are replacing transit trips with bicycle rides. On the

flip side, Baltimore County halted the shared bicycle operations amid the COVID-19 pandemic.

Public Transportation & Vanpool

Cobb County in Georgia is relying on guidance on transit direction from their transit operator, First Transit. Montgomery County is worried about telework disrupting transit use when workers can return to their work locations. GWRC has serious concerns about their vanpool fleets as they are privately owned and were not operating at the time of the interview.

Worksites

The GVF TMA discussed other considerations for the future in a post-COVID-19 world including:

- Employer sites cannot support all their employees driving alone to work because of their existing parking supply and they will need solutions;
- The potential mental health impacts as employees are not using as much Paid Time Off, not taking vacations and struggling to separate work from home during this untraditional full-time telework for many; and
- If unemployment levels continue to rise and we experience an economic downturn, we may also experience more traffic congestion and see changes in the traditional peak hours of travel as companies consider new work shifts to accommodate social distancing in the workplace.

SOV Strategy Reduction Themes

Transit

Not surprisingly, transit services and enhancements are among the most common SOV reduction measures across the peer interviewees. Cobb County provides express and local bus services so that commuters can access their place of employment and medical locations. There are multiple agencies in the region that coordinate and partner with Cobb County to create a more efficient bus system. Cobb County has partnered with the City of Marietta to enhance transit trips through transit signal prioritization. In addition, Montgomery County's bus system targets employed residents and students who live primarily in the suburbs. Montgomery County is looking to expand their current services further out in the region to reduce traffic and provide more travel options for commuters.

Furthermore, Pierce Transit's fixed route bus system's primary goal is to get commuters to Tacoma, smaller cities like Lakewood and a large military base serving mostly employees, students and military. Most of the fixed bus routes go through downtown Tacoma, where reduced traffic congestion has been especially effective. Over the past year, the agency has made public education and outreach efforts a priority regarding how transit can be a real benefit to the public because it is safe, comfortable and cost effective. These strategies

have been working and Pierce Transit is moving towards the implementation of a new BRT system.

Similarly, Baltimore County is adding fixed route shuttle services to their region. The County requested more state funding for the year 2020 to add these services. The intent is to add 12 vehicles to serve two major routes. This will provide commuters with more transit options. The County currently has a bus program called County Ride that serves mainly the elderly and persons with disabilities for mostly medical purposes. Even though Metropolitan Council is the MPO in its region, they have a program called Transit Link, which is a shared-ride public transportation system that serves areas where transit service is infrequent or unavailable, such as rural communities. While this is a very small program within Metro Transit's regional bus and rail services, it serves an important role for people who are dependent on transit and do not have many options.

Some of the challenges with encouraging transit ridership that the agencies above cited include: encouraging commuters to use the bus systems in general; motivating commuters to use bicycles to bridge the first/last mile gap to get to transit stops; and local politics more broadly. Despite these challenges, none of the agencies are giving up on expanding transit options for their communities. They all stated that it is important to work together with other agencies to encourage commuters to utilize transit services and that the systems run efficiently and effectively.

Trails & Bicycle/Pedestrian Planning

The following agencies stated that bicycle/pedestrian facilities were important SOV reduction measures within their communities. One of the main reasons that individuals in Cobb, Montgomery and Baltimore Counties use the bicycle/pedestrian facilities are for recreational purposes; however, all the agencies view bicycle/pedestrian trails as an important piece of creating a well-connected transportation system. Cobb County has 84 miles of well-connected bicycle/pedestrian trails and the majority of these are near employment centers throughout the county. Even though the trails are primarily used for recreational purposes, the county prioritizes bicycle/pedestrian investments particularly for first/last mile transit needs. Additionally, the Community Improvement Districts (CIDs) have invested in Zagster, which is a bicycle sharing program, to encourage more use of the county's trails. Cobb County has found that since there are essentially no ongoing operating costs for trails, they are planning to establish more trails specifically as an SOV strategy.

Montgomery County wants its trails to be used as a viable way for residents to commute to work. The County and the Department of Conservation and Natural Resources (DCNR), along with local bicycle coalitions and groups, are working together to expand the programming. A major issue that the trails face is the lack of trail etiquette meaning that experienced cyclists are not interacting with other trail users appropriately. Additionally, the county is looking to enforce speed limits of e-scooters and e-bicycles on the trails. Similarly, Baltimore County is currently updating its bicycle/pedestrian plan to expand its trails and

increase the number of riders. Like Cobb and Montgomery Counties, Baltimore County's biggest challenge is increasing the use of its trails.

Arlington County is also an agency that views bicycle/pedestrian programs as an important SOV reduction measure. Arlington County has seen an increase in bicycle/pedestrian use, which they attribute to innovative programming, such as their direct involvement with micro mobility options. The county has established an e-scooter ordinance and is currently working to conduct an e-bicycle pilot program in its region. The county is working on targeting millennials as well as individuals in their 40s-50s. In a recent study, it was found that people in Arlington are using bicycles to run errands during COVID-19, which has encouraged the county to work to build a strong micro mobility program.

Employer Outreach

Many TDM initiatives focus on employer-based programming due to the constraints of the FHWA Program Guidance for Congestion Mitigation and Air Quality (CMAQ) funds. Three interviewees cited employer outreach as an important SOV reduction strategy in their area. DRCOG's Way to Go outreach team targets 100+ employee worksites and measure effectiveness through the reporting metrics of the logging system including successful carpool matches, trips logged and emissions reductions, to name a few. While they lead the effort coordinated with eight TMAs in the area, they also leverage the chamber of commerce and the business/community improvement districts. The challenge with employer outreach in the Denver metro area is building meaningful relationships with the employers and developing the right resources to serve the business community. They heavily rely on the input of their outreach team to make these efforts impactful. While Arlington Transportation Partners also targets employers with over 100 employees, they conduct surveys to set employer baselines and measure program effectiveness as employers move through their Champions partner program. Arlington cites similar challenges with building relationships and keeping good contacts at the employer sites, but also the challenge of upward mobility for staff in outreach roles. Arlington County has found great success in encouraging staff conducting employer outreach to get involved in the communities they serve and be thought leaders on reducing SOV commuter travel.

The GVF TMA in Montgomery County takes a different spin on employer outreach and focuses on the planning and analysis of employee origin locations, existing infrastructure, onsite amenities and the company culture to provide recommendations on how to reduce SOV commuter travel to a specific worksite. Measurement of effectiveness is like Way to Go in Denver by using the online rewards platform as well as ridership data for transit and shuttles. GVF works to identify multiple contacts within an organization to foster strong relationships but faces the challenge of transportation not being a priority for the business community. They position themselves as transportation educators about local, regional and national trends in commuter travel to build credibility within the business community they serve.

Conversely, the Cobb County employer outreach effort was a supplement to the ongoing employer outreach efforts offered through Georgia Commute Options. This CMAQ grant-

funded effort was a short-term project targeting employers within the direct vicinity of the new SunTrust Park being built for the Atlanta Braves baseball team. These in-depth services provided to employers educated audiences about construction, potential congestion impacts, and offered try-it opportunities for the local transit service.

Vanpool

A vanpool consists of a group of seven to 15 commuters travelling to and from work in one vehicle where each passenger leases or rents their seat monthly. The vehicle is often provided through a third-party vendor and riders split the cost of fuel, maintenance and insurance. Vanpool programs were discussed among three of the interviewed agencies. The George Washington Regional Commission (GWRC), Metropolitan Council and Pierce Transit all have vanpool programs to encourage employees to reduce SOV. Both the GWRC and Pierce Transit are satisfied with their vanpool programs due to their success with establishing strong partnerships with employers, conducting community outreach and promotion through social media and radio and providing commuters with opportunities for feedback, such as surveys.

Additionally, both of their programs have existed for over 20 years and have a dedicated staff member to ensure that the programs are monitored and successful. One of the challenges that Pierce Transit is currently facing is the lack of up-to-date software to create a more efficient program, specifically in data entry and monitoring. Similarly, GWRC wants to invest in more technology such as utilizing a web-based application or mobile app for its programs.

Metropolitan Council's vanpool program was created to reduce SOVs and to meet commuting needs of employees, however they report the vanpool program is not as successful as their other programs. Metropolitan Council stated that the program could be more effective if it was better promoted and if it received more funding. Additionally, it has been challenging to operate the program due to numerous of vanpool regulations in the area and lack of staff effort.

Guaranteed Ride Home

Guaranteed Ride Home (GRH) is a common program offering for TDM programs across the country. Most programs allow the ride home or your vehicle to be used for unexpected overtime or an unscheduled emergency. Both GWRC and TRAFFIX referenced GRH as an important SOV reduction strategy, but the implementation of each program is unique to their area.

- GWRC offers up to four free rides home a year to commuters who use a non-SOV mode at least twice a week. They pay a fee to Commuter Connections who offers the service across the D.C. region. Surveys are conducted twice a year to users with a 90% effectiveness of the program reported by respondents. The GRH can be provided in the form of a taxi, Transportation Network Company (TNC), transit trip or rental car. There have been minor abuses of the program over the years, but they have implemented new rules and guidelines to combat it.

- TRAFFIX in Virginia offers the Guaranteed Ride Program (GRP) up to six times per year targeting the military, shipyard workers and other employers. While 1,500 people are enrolled in the program, they provide about 30 rides per month. The program is not free, but the commuter pays \$5 and the TRAFFIX dispatches a cab and pays the remainder of the fare. The program is good for vanpoolers who often travel about 70 miles one-way to get to work. The state may centralize this program and is considering adding Uber and Lyft as additional trip providers.

Commuter Engagement

Recognizing that travel behavior change in SOV travel occurs with individuals, two interviewers referred to commuter outreach and the ridematching and rewards components of their programs as strong SOV reduction strategies.

- Cobb County's short-term TDM effort targeted employers in the vicinity of the new SunTrust Park for the Atlanta Braves to educate commuters on the county's construction projects, available travel options including their CobbLinc bus service and hosted commuter focused promotions like Try Transit to offer free passes to try transit to get to work. They worked with 19 employers and used the ridematching rewards platform to measure effectiveness of new registrants and trips logged. The effort was successful in leveraging the county's relationship with business to open doors for commuter education and they wish they had a dedicated person to conduct this work throughout the county.
- TRAFFIX focuses on reducing vehicle miles travelled (VMT) and they rely on Agile Mile as their commuter platform to assist with that. They target the Navy, college institutions and shipyards to encourage commuters to sign-up, find ridematches and log trips to earn rewards. The current campaign is on pause due to COVID-19 and they have shifted to supporting telework, but they are pleased with how Agile Mile has supported commuters and they are looking into corporate challenges within Agile Mile in the future.

Advice & Lessons Learned

The peer interviews illustrate how different counties, transit agencies, and planning organizations implement SOV reduction strategies. As organizations working to reduce SOV travel in their regions, they have experienced challenges, identified innovative solutions, and refined their processes and approach over time using their own lessons learned. We asked all interviewees to discuss these lessons learned and potential advice for the Lake County DOT as summarized below for consideration.

Coordination

- DRCOG suggests good coordination with your MPO and the state DOT.

- Cobb County cited sharing information with other TDM and transit-focused professionals across the Atlanta region as helpful. They also thoughtfully work with national consultants who specialize in similar projects and programs.
- ACCS coordinates with the Economic Development wing of Arlington County to target businesses for TDM programs. They also suggest coordination and information sharing with Chicago and getting involved on the national level with the Association for Commuter Transportation (ACT).
- Montgomery County owns the right-of-way to impact infrastructure, so their local coordination with the Delaware Valley Regional Planning Commission and bicycle coalitions is important.
- GWRC cited working with the local counties to implement solutions as successful.
- The Met Council recommends that Lake County work with the business community and the local MPO and suggests those partnerships are important to connect businesses and employers with travel solutions.
- The TRAFFIX team has built a sub-committee of stakeholders that act as advocates, provide funding, and play a role of being part of the solution.

Funding

- DRCOG coordinates with the MPO and state DOT (mentioned above) and it is beneficial because they often have funding available for SOV reduction projects.
- ACCS recognizes that CMAQ funding has limitations, so they often explore grant funding opportunities to pilot innovation projects.
- The counties pay into GWRC which is used for a 20 percent grant match.
- Pierce Transit evaluates and channels their strong partnerships when applying for grants because grants submitted with multiple partner agencies or supporters often have a higher chance of being funded.
- HRTPO works with cities, counties and other transit agencies to build partnerships and collaborate on funding opportunities.
- Baltimore County suggests coordinating with the transportation planning agency for a grant component and involves the private sector in partnerships and funding opportunities.

Land Use

- Cobb County cites the linkage between bicycle/pedestrian travel and transit as critical. They are working with land use staff to create a better commuter experience from the transit stop to the business front door. They are also looking at the physical space and converting their existing transfer centers and future transfer centers into mobility hubs.

- The GWRC can lease parking lots from local businesses that have a lot of availability during the day.
- Met Council has the authority to approve every comprehensive plan in the region and can require the plans to change if they are not consistent with Met Council's goals. Recommends using positive reinforcement and engaging with communities to meet the region's goals.
- In the denser areas of Baltimore County existing parking restrictions help control how developers build lots. The county can play a role in how many spaces are created.

Implementation

- ACCS suggests picking one to three strategies, implementing them and sticking to it. Educate leaders and decision makers that results will not happen overnight.
- DRCOG's outreach team for the Way to Go program can be short-term implementers of their long-term plans and the boots on the ground staff are great for that. They also suggest strong coordination across internal teams so that staff understand the larger picture, and how their role supports overall goals.
- GWRC states that advertisements and public education/outreach is crucial to the success of their programs.
- HRTPO leverages partner agencies to assist with the advertisement and promotional materials being shared to multiple audiences.
- Baltimore County suggests creating committees based on different interests around the county to gather local knowledge and work to address community needs.

Measurement

- While GVF in Montgomery County has no current SOV reduction goals, they view now as the time to think long-term after a potential COVID-19 vaccine and imminent economic downturn and suggest looking 10 years from now and thinking about the vision for your region.
- DRCOG plugs surveys as a good evaluation tool to help you make informed decisions.
- GWRC has a database to collect commuter information such as name, name of employer and origin and destination locations to understand how people travel in their region.
- The Met Council knows it is difficult to track the benefits of transit use or whether people increase their use of the region's transit system, so they rely on numbers they can measure like number of flyers mailed to people and the increase of ridership.

Technology

- GWRC utilizes an online trip planner and is looking into purchasing a ridematching software.
- Pierce Transit has a mobile friendly website but is exploring a one-stop mobile application. Surrounding agencies and communities would like all transportation resources in one place for the public to access.
- HRTPO utilizes Agile Mile which provides TDM software to state and local agencies.

Peer Review Participants

Organization	Region Served	Interview Participant(s)	Participant Role	Date
Arlington County Commuter Services	Northern Virginia within Arlington County	Jim Larsen	Bureau Chief	5/1/2020
Baltimore County Government	Northeastern portion of Maryland	Samuel Snead	Lead Transportation Planner	4/24/2020
Cobb County DOT	North Central portion of the State of Georgia	Eric Meyer	Transportation Planning Manager	4/22/2020
Denver Regional Council of Governments (DRCOG)	More than 50 local county and municipal governments near Denver, Colorado	Emily Lindsey	Transportation Technology Strategist	4/24/2020
George Washington Regional Commission (GWRC)	City of Fredericksburg, Virginia and the surrounding counties	Leigh Anderson	Assistant Director	4/15/2020
Metropolitan Council	Minneapolis-Saint Paul, Minnesota's - county metropolitan area	Amy Vennewitz	Deputy Director Planning and Finance	4/16/2020
Metropolitan Council	Minneapolis-Saint Paul, Minnesota's -	Cole Hiniker	Multi-Modal Planning	4/16/2020

	county metropolitan area			
Hampton Roads Transportation Planning Organization (HRTPO)	18 counties and cities in Virginia	Emily Cass	TRAFFIX Program Manager	4/6/2020
Hampton Roads Transportation Planning Organization (HRTPO)	18 counties and cities in Virginia	Ron Hodges	Director of Communications and Business Development	4/6/2020
Montgomery County	Adjacent to Washington D.C. with 35 townships and boroughs	Andrew Besold	Transportation Planner	4/23/2020
Montgomery County, Greater Valley Forge TMA	Montgomery County and Valley Forge National Historic Park	Rob Henry	Executive Director	4/30/2020
Pierce Transit	Pierce County, Washington and parts of Seattle	Penny Grellier	Community Development Administrator	4/7/2020

References

Baltimore County Government. (2020, May 4). *Transportation*.
<https://www.baltimorecountymd.gov>

Lake County SOV Reduction Peer Review

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a. Interview Guide

Lake County SOV Reduction Peer Review

Interview Guide

Intro

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that the county can consider to shift individuals from driving alone with a focus on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview

- Type of agency / department
- Service area
- Population served
- Core service(s) or objectives

SOV Reduction

[other terms used might include trip reduction, VMT reduction, TDM, vehicle emissions reductions]

- Tell me – big picture – about [agency's] approach to [SOV reduction]
 - Prompts:
 - How important is [SOV reduction] in the region? Why?
 - Where does it fall in priorities?
 - Primary motivation for supporting / implementing [SOV reduction measures]?
- Are there formal local / regional plans specifically to address [SOV reduction]?
- Do you have specific [SOV reduction] goals?
- How are [SOV reduction] measures funded?

- What is [agency's] role in [SOV reduction] efforts – leading agency, stakeholder, implementation, operations, etc?
- Are there other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?
 - Is the effort spread across multiple entities or centralized?
 - How do neighboring jurisdictions interact / coordinate?

Specific SOV Reduction Measures

- What are the primary [SOV reduction measures] being carried out locally?
 - List:
 - Prompts: shuttle, bike / ped, employer / developer ordinances or support, transit enhancements, parking management, shuttles, microtransit, first and last mile connections, ridesharing, Complete Streets, curb management
- Select 2-4 from list provided to collect details (additional pages included)

Describe the measure	
Primary goal	
Targeted audience/user	
Resources/cost/funding	
Impacts/outcomes (effectiveness)	
How is it monitored/measured	
What data is collected	
When did it start	
How long will it go (future plans)	
Coordinating agencies	
Role your agency plays	
Role other agencies play	

Overall satisfaction	
Lessons learned/challenges	

County Perspective

- County Peers: The Lake County DOT is leading this research – as a peer county, can you provide insight on how / why you feel county-level support is important in [SOV reduction]?
 - What other agencies have been instrumental in program development and implementation?
 - Any advice or lessons learned for another county embarking on similar efforts?
- Non-County Peers: The Lake County DOT is leading this research – what role has the county (or counties) played locally in [SOV reduction] efforts?
 - What resources would you think county government could provide to support [SOV reduction] efforts?

Other

- What characteristics are unique to your service area that influence TDM efforts?
 - If not discussed: Do you think the local climate impacts SOV reduction efforts?
- Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?
- Any advice or lessons learned for Lake County as they explore SOV reduction programming?
- Is there anyone else that you would recommend that we speak to?

b. Interview Participants and Schedule

Lake County SOV Reduction Peer Review

Peer Review Stakeholder List & Meeting Schedule

Organization	Region Served	Interview Participant	Participant Role	Date
Hampton Roads Transportation Planning Organization (HRTPO)	18 counties and cities in southeastern Virginia	Emily Cass	TRAFFIX Program Manager	4/6/2020
		Ron Hodges	Director of Communications	
Pierce Transit	Pierce County, Washington and parts of Seattle including Tacoma, Washington	Penny Grellier	Community Development Administrator	4/7/2020
George Washington Regional Commission (GWRC)	City of Fredericksburg, Virginia and the surrounding counties	Leigh Anderson	Assistant Director	4/15/2020
Metropolitan Council	Minneapolis-Saint Paul, Minnesota's - seven county metropolitan area	Amy Vennewitz	Deputy Director Planning and Finance	4/16/2020
		Cole Hiniker	Multi-Modal Planning	
Cobb County DOT	Suburban community northwest of Atlanta, Georgia	Eric Meyer	Transportation Planning Manager	4/22/2020
Montgomery County	Northwest of Philadelphia, Pennsylvania	Andrew Besold	Transportation Planner	4/23/2020

Denver Regional Council of Governments (DRCOG)	More than 50 local county and municipal governments around Denver, Colorado	Emily Lindsey	Transportation Technology Strategist	4/24/2020
Baltimore County Government	Northeastern portion of Maryland	Samuel Snead	Lead Transportation Planner	4/24/2020
Greater Valley Forge (GVF) TMA	Montgomery County, Pennsylvania and Valley Forge National Historical Park	Rob Henry	Executive Director	4/30/2020
Arlington County Commuter Services	Northern Virginia within Arlington County	Jim Larsen	Bureau Chief	5/1/2020

c. Peer Program Statistics

Peer Program Statistics for Lake County

April, 2020

Organization	Location	Area for Data*	Population	Population Density (pop. per sq. mile)	Mean Travel Time to Work (minutes)	Household Income (median)	Proximity to Urban Core/Transit Destination (miles)	Employed Population (within county; 16+)	Mode: Drive Alone #	Drive Alone %	Mode: Carpool #	Carpool %	Mode: Public Transit #	Public Transit %	Notes
Lake County	Lake County, IL	County	696,535	1,585.60	30.4	\$86,244	41.0	353,024	269,737	76.4%	29,077	8.2%	17,729	5.0%	
Arlington County	Arlington, VA	County	236,842	7,993.60	29.0	\$117,374	6.6	154,089	73,696	47.8%	9,002	5.8%	44,552	28.9%	
Baltimore County	Baltimore, MD	County	827,370	1,345.50	29.6	\$74,127	0.0	412,680	332,857	80.7%	32,990	8.0%	17,616	4.3%	
Cobb County	Marietta, GA	County	760,141	2,026.40	31.9	\$75,153	20.5	400,988	317,343	79.1%	30,531	7.6%	4,548	1.1%	
Denver Regional Council of Governments	Denver, CO	City of Denver	716,492	3,922.60	25.4	\$63,793	0.0	411,781	282,213	68.5%	31,944	7.8%	24,128	5.9%	Mode split data based on County of Denver
George Washington Regional Commission	Fredericksburg, VA	City	29,036	2,326.20	29.3	\$63,274	53.4								Mode split data not available (Fredericksburg, VA is an independent city and is not a part of a county)
Hampton Roads Transportation Planning Organization	Chesapeake, VA	County	244,835	652.00	26.4	\$75,790	0.0	118,277	100,663	85.1%	7,907	6.7%	463	0.4%	
Metropolitan Council	St Paul, MN	City of St. Paul	307,695	5,484.30	24.0	\$55,085	0.0	278,622	200,830	72.1%	31,207	11.2%	17,509	6.3%	Mode split data based on County of Ramsey
Montgomery County	Norristown, PA	County	830,915	1,655.90	29.0	\$88,166	19.9	431,805	341,639	79.1%	26,736	6.2%	20,336	4.7%	
Pierce County	Tacoma, WA	City	904,980	476.30	32.0	\$67,868	33.8	432,464	333,915	77.2%	42,064	9.7%	18,587	4.3%	Urban core = Seattle, WA

*Note: Area for Data is basis for population, density, travel time, and income; all data on employed population and modes is based on county statistics

Sources:

American Community Survey (US Census Bureau): <https://www.census.gov/quickfacts/fact/table/US/PST045219>

Google Maps (for distance to urban center): <https://www.google.com/maps>

American Community Survey (US Census Bureau) Transportation to Work Tables: https://data.census.gov/cedsci/table?g=0500000US13067&tid=ACST1Y2018.S0802&hidePreview=false&vintage=2018&layer=VT_2018_050_00_PY_D1&cid=DP05_0001E

d. Peer Review Summaries

Lake County DOT – SOV Reduction Study

Peer Interview 4/6/2020

HRTPO – TRAFFIX

Headquarters: Chesapeake, VA (Hampton Roads)

Attendees:

TRAFFIX: Emily Cass, Ron Hodges, Director of Business Development & TRAFFIX Program

Metro Strategies: Arlinda Bajrami, Jill Ziegler

Lake County: Michael Klemens, Darrell Kuntz

Introduction:

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that the county can consider for shifting individuals from driving alone with a focus on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**

TRAFFIX is a state funded TDM program; how does it relate to the Hampton Roads Transportation Planning Organization (HRTPO)?

HRTPO funds TRAFFIX. The State of Virginia provides money into a project bucket with 18 cities and counties that compete for the money each year. Funding in 2020 is about \$27 or \$28 million, and the 18 cities and countries can use this money for projects related to roads and bridges. TRAFFIX does not have to compete for the money and receives about \$1 million per year from the State.

HRTPO is the oversight group and TRAFFIX meets with them three times per year to review budget and plans. Then, once per year, TRAFFIX meets with the full body, Transportation Technical Advisory Committee (TTAC) to review the projects TRAFFIX is completing and how they are doing. The Department of Public Rail and Transportation (DPRT), a state agency and off-shoot of VDOT, provides the money to HRTPO where it is allocated for projects.

- **Service area**

18 localities

The agency serves the following cities and counties: Chesapeake, Currituck, Franklin, Gloucester, Hampton, Isle of Wight, James City, Mathews, Newport News, Norfolk, Poquoson, Portsmouth, Southampton, Suffolk, Surry, Virginia Beach, Williamsburg, and York.

- **Population served**

The population served is about 1,632,000 people, which is based on Hampton Roads 2010 Census Transportation data.

- **Core service(s) or objectives**

Agency mission statement: *"To connect Hampton Roads with transportation solutions that are reliable, safe, efficient, and sustainable."*

SOV Reduction:

- **Can you tell me – big picture – about TRAFFIX's approach to SOV reduction?**

The agency wants to provide choices for people who are currently driving alone, such as teleworking, vanpooling, carpooling, transit, and biking. The agency advocates and pushes for people to utilize other modes of transportation besides driving alone.

- **How important is SOV reduction in the region? Why?**

HRPTPO views SOV reduction as very important, primarily for air quality and congestion. The region used to have air quality issues; however, the region has reduced air pollution significantly and now meets clean air standards.

Reducing congestion is very important to the region for many reasons, including support for the Naval Station Norfolk, which is the world's largest naval base and includes 28 installations around the area. The base must always be mission ready and the roads less congested for the sailors to get to base when there is an emergency or crisis.

The agency works very closely with the military to reduce congestion by having an on-base office. The region also has private bases with employees who are participating with TRAFFIX on a special program where they serve the employees to and from point A (park 'n ride) to point B (shipyard).

- **Where does it fall in priorities?**

Transportation Demand Management (TDM) priority is coordinated through DRPT. DRPT is responsible for financial approvals and the oversight committee. DRPT is extremely

involved with campaigns throughout the year, such as telework week, bicycle month, transit week, and other state campaigns.

Additionally, DRPT has a contract now for an app called Agile Mile, which is a commuter ride matching rewards program. Therefore, all the TDMs in the state, except for Northern Virginia, take advantage of this program.

Agile Mile is a free ride matching web-based application (app) individuals can use to connect with a vanpool or carpool. Individuals save gas and commuting costs, log green trips to collect points, and then redeem those points to receive incentives such as restaurant coupons, retailer discounts, tickets to attractions, and monthly raffles for grand prizes.

There are now 800 organizations and 14,000 members on Agile Mile. The data collected from Agile Mile is used for the agency's annual report to demonstrate how the agency is reducing Vehicle Miles Traveled (VMT). The app provides detailed and transparent reports.

- **Primary motivation for supporting / implementing SOV reduction measures?**

Some of the primary reasons for implementing and supporting SOV reduction measures are to reduce VMT, congestion, and air quality. Other motivators include lowering anxiety for commuters and motivating employees with better commutes. TRAFFIX markets SOV reduction to employers as a benefit to the employee without the employer having to pay for it.

- **I saw your Long Range TDM plan online from 2010. Are there other formal local / regional plans specifically to address SOV reduction? How often are the plans amended?**

TRAFFIX is working with HRPTO on revising their long-range TDM plan from 2013.

- **Do you have specific SOV reduction goals?**

TRAFFIX approaches SOV reduction goals by working with employers. TRAFFIX has three outreach staff members who focus on regional employers and one staff member who is dedicated to the military. The military has a program called the Transportation Incentive Program, which is a financial benefit program where the military pays for a bus pass or the vanpool costs every month.

TRAFFIX conducts outreach by meeting with employers, who then host transportation fairs and other events, allowing new commuters to learn more about SOV reductions programs. TRAFFIX has seen a lot of success by targeting larger employers outside of the military, who have been helpful in getting the message out to their employees.

For example, for Bike Month, TRAFFIX goes into the community to find Agile Mile bicyclists and work with other bicycle associations to let users know TRAFFIX is another resource available to them.

TRAFFIX's goal is to reduce number of trips on a percentage base. In order to provide a holistic service, TRAFFIX meets with new employers and surveys them to see how transportation patterns can shift. Questions include how employees commute and what motivates employees to use other modes of transportation. TRAFFIX offers employers passes (GoPass program) to use the light rail (through HRTPO). Employers can buy passes for employees and provide them to employees for free or at a discounted rate. With more people using light rail, parking costs can then be reduced.

- **How are SOV reduction measures funded?**

TRAFFIX receives state funding of \$1 million per year to support SOV reduction measures. TRAFFIX also receives vanpooling grants which can be used to provide monthly assistance of around \$300-\$325 per month in return for sharing data. If vans lose riders, TRAFFIX will pay for seats to keep them going by using grants dedicated for that purpose.

TRAFFIX is a revenue-generating group within HRTPO with GoPass and vanpool programs bringing in a couple million dollars each year. TRAFFIX falls under the Business Development and Sales departments within HRTPO.

- **What is TRAFFIX's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**

There are TDM agencies statewide that have asked TRAFFIX for help so they could emulate what TRAFFIX does. TRAFFIX, Hampton Roads and Northern Virginia groups are probably the leaders of TDM in Virginia. TRAFFIX's outreach staff members put information in a system where they can see how well everyone is doing, such as whether agencies are meeting their objectives. TRAFFIX staff members meet with other agencies to ensure they are on track.

TRAFFIX utilizes OneCommute, an outreach management system specifically for TDM agencies. This system includes surveys and targeted marketing. TRAFFIX belongs to the Association for Commuter Transportation (ACT) and has spoken at their national conference, the Virginia Transit Association, and other conferences and associations.

TRAFFIX also uses a program called Guaranteed Ride, which is a \$5 (cost to user) cab ride for users to get home in case of an unforeseen circumstance. Users can register for free

for the program, and a lot of shipyard workers use it. TRAFFIX is working with DRPT to make it a statewide app through the Agile Mile app.

The majority of TRAFFIX's commuters are military, shipyard workers, and college students. Most of the commuters are still using the website to log their trips, versus an app-based system. The Agile Mile app links with the Strava app (marketed to cyclists and runners).

- **Are there other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?**

Stakeholders are included in above responses.

- **Is the effort spread across multiple entities or centralized?**

Multiple entities.

- **How do neighboring jurisdictions interact / coordinate?**

TRAFFIX coordinates with Richmond, which is 90 miles away, for vanpools. Commuters can utilize either agency for vanpool transportation. The vanpools receive a monthly stipend of \$300 - \$325. TRAFFIX works with Enterprise to bring the costs of the vans down so commuters can afford to use the vanpool program.

Recently, TRAFFIX started a special campaign called Virginia Beach Strong, which helps employees who have been displaced (no longer working in centralized locations) get to worksites. TRAFFIX is paying 100 percent of the costs to get commuters to and from their worksite and cars to alleviate anxiety due to the Virginia Beach shooting.

Specific SOV Reduction Measures:

- **What are the primary SOV reduction measures being carried out locally? I saw on your website that you have commuter rewards, carpool matching, guaranteed ride, vanpool assistance, and park and ride. Are there any additional ones you'd like to include? Which of these five measures do you feel are the most important?**

Each measure is a spoke in the wheel, and if you take a spoke out, the wheel wobbles. All the measures are integrated.

Describe the measure	Commuter rewards and ride matching program
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Primary goal	Reducing VMT is the primary goal. Reports can be pulled from Agile Mile where users log SOV trips. This program has resulted in a reduction of emissions, parking spaces and car trips.
Targeted audience/user	<ul style="list-style-type: none"> • Navy • College students (Old Dominion University [ODU] and Tidewater Community College [TCC]) • Shipyard workers
Resources/cost/funding	Funded through the state (DRPT).
Impacts/outcomes (effectiveness)	The program has improved each year. The employer outreach is extremely important for this program's success. TRAFFIX has dedicated an entire advertising campaign for this program, which encourages users to log SOV trips and earn rewards.
How is it monitored/measured	The program uses Agile Mile sign-ups and member data to show success.
What data is collected	<p>Collected data includes logged trips, rewards, and VMTs by using Agile Mile signups and member data to prove how successful the campaign has been and how successful TRAFFIX is.</p> <p>TRAFFIX has included walking and bicycling as part of their TDM. The measurement is calories burned.</p>
When did it start	<p>The campaign started between June 2019 – November 2019 to raise awareness and encourage commuters to sign up and earn rewards.</p> <p>This campaign brought 11,000 new visitors to the TRAFFIX website and 500 new registrants.</p>
How long will it go (future)	<p>The campaign is paused due to the COVID-19 crisis but will continue when COVID-19 restrictions are lifted.</p> <p>TRAFFIX has now shifted to promoting teleworking and individuals can sign up and log their telework days. The State is encouraging teleworking during this time.</p>

Coordinating agencies	TRAFFIX is a service of HRTPO. There are two other agencies that TRAFFIX helps support with advertisement and promotional material, which include the City of Suffolk and Williamsburg Transit Authority.
Role your agency plays	TRAFFIX is a service of HRTPO and supports other municipalities and agencies.
Role other agencies play	Stakeholders, lead agency.
Overall satisfaction	TRAFFIX is very satisfied with Agile Mile (previously called Nu Ride). TRAFFIX was the first to use Agile Mile, then Richmond implemented it, and now Virginia wants to use it state-wide.
Lessons learned/challenges	TRAFFIX would like to do more with the program (just started corporate challenges) but needs more staff to utilize the program to its fullest capacity.

Describe the measure	Guaranteed Ride
Primary goal	The key goal is to ensure people who are stranded for any reason can return to their point of origin. It is limited to 6 times a year.
Targeted audience/user	<ul style="list-style-type: none"> • Military* • Shipyard workers* • Other employers <p>*1,500 registrants, so about 30 rides per month and 90 percent are shipyard workers and military.</p>
Resources/cost/funding	TRAFFIX funds it currently but the State (DRPT) plans to take on funding.
Impacts/outcomes (effectiveness)	Guaranteed Ride makes the vanpool program easier, especially for long distance commuters. Some users are coming from North Carolina, (about 70 miles away), which could cost an individual a \$150 cab ride, so the Guaranteed Ride for \$5 is an incentive.

How is it monitored/measured	TRAFFIX monitors the number of individuals who call TRAFFIX to arrange rides, which employer they are going to, and where they are coming from.
What data is collected	TRAFFIX collects data regarding where users are going, which vanpool is used, the employer, the bus route, the mode they're using, and why they have called for the Guaranteed Ride program. TRAFFIX can also pull an employer account and see how many people are registered.
When did it start	Guaranteed Ride has been in existence for 14 years.
How long will it go (future)	The State is looking to incorporate this program into their app so they can use Uber/Lyft as well as cabs. The State is trying to make the program more seamless across other TDM agencies.
Coordinating agencies	All Virginia TDM agencies except very Northern Virginia (D.C.).
Role your agency plays	TRAFFIX implements and promotes the program and uses Agile Mile to pull reports.
Role other agencies play	Users.
Overall satisfaction	The program is not efficient due to the number of steps. Individuals must call TRAFFIX, who calls the cab company, and then reimburses the user. An app would be easier and more efficient.
Lessons learned/challenges	<p>Manual processes should be automated. Outreach and monitoring would be easier with automated processes.</p> <p>There was previous abuse in the Guaranteed Ride program by some users but that was significantly reduced once trips were limited to 2 rides/month, 6 rides/year.</p> <p>Individuals must give their supervisors name and TRAFFIX can do a spot check. Individuals must sign an agreement online and if individuals break contract agreements they can be removed from the program.</p>

Non-County Peers:

- **The Lake County Division of Transportation is leading this research – what role has the county (or counties) played locally in SOV reduction efforts?**

The counties are all members of TRAFFIX's oversight committee and TRAFFIX meets with the committee three times a year or informally when the agency needs assistance. There is a big shortage of parking so TRAFFIX is working with the City and VDOT for a bridge tunnel expansion. TRAFFIX engages the counties in meetings by asking for ideas and input. Ideally, they want to know what they can help with so the County can proactively reduce SOVs. TRAFFIX assigns an outreach person to interact with the entity.

- **What resources would you think county government could provide to support SOV reduction efforts?**

County governments can let TRAFFIX know about economic development, such as when new employers have entered their communities. Employers want to know how they can get their employees to and from work and TRAFFIX can provide them with that information.

Other:

- **What characteristics are unique to your service area that influence SOV reduction efforts?**

The military and shipyards are unique to their region. They are a bridge region because there is so much water around them. There are 8-10 tunnels in the region and Navy installations. The region was named Hampton Roads because the rivers and the bays were considered water roadways.

- **Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?**

Currently TRAFFIX has embarked on a whole new type of service due to COVID-19. They will keep encouraging teleworking as it has been successful. TRAFFIX is learning how to do things differently and will start implementing these new things in the next three to six months.

- **Any advice or lessons learned for Lake County as they explore SOV reduction programming?**

The great relationships built with the TRAFFIX sub-committee with the cities, counties, and transit agencies have been crucial. It is essential to have stakeholders or committee members act as advocates. They provide funding, are influential, and must be kept

informed. It is recommended to establish a professional relationship with stakeholders so they are part of the solution. When the agency is up-front and honest about positive and negative aspects of the program it builds trust with the stakeholders.

- **Is there anyone else that you would recommend that we speak to?**
 - Agile Mile
 - One Commute
 - Commute by Enterprise

COVID has just changed the way TRAFFIX employees are working. Now TRAFFIX has video conferences with employers. TRAFFIX still reaches out and checks in and lets the employers know they're teleworking.

*Final report – TRAFFIX would like the final report to be shared with them.

Lake County DOT – SOV Reduction Study

Peer Interview 4/7/2020

Pierce Transit

Headquarters: Lakewood, WA (Pierce County)

Attendees:

Pierce Transit: Penny Grellier, Community Development Administrator

Metro Strategies: Arlinda Bajrami, Jill Ziegler

Lake County: Michael Klemens, Darrell Kuntz

Introduction:

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that the county can consider for shifting individuals from driving alone with a focus on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**

Pierce Transit is a municipal corporation operated by a nine-member Board of Commissioners composed of elected officials throughout the county. Pierce Transit has a staff of approximately 900, with most employees working in Transit Operations (Pierce Transit is not a part of the City of Tacoma, Sound Transit, or Pierce County).

Pierce Transit has a Planning and Community Development Division that includes a long-range planner, scheduling planner, GIS technicians, and an employee who coordinates bus stop logistics. There are five people who do planning activities and work on issues, but not full-time.

- **Service area**

Serves 70 percent of Pierce County (Washington's second most populous county) and small portions of King County.

Cities/areas include Auburn, Edgewood, Federal Way, Fife, Fircrest, Lakewood, Milton, Pacific, Purdy, Puyallup, Ruston, South Hill, Steilacoom, Gig Harbor, Tacoma, University Place, and Joint Base Lewis-McChord (JBLM – military installation).

- **Population served**

Pierce Transit covers 292 square miles of Pierce County with a population of approximately 557,000 as of 2012 (Community Report 2012). In 2018, Pierce Transit provided 9.8 million rides to people in their service area (Comprehensive Annual Report 2018).

- **Core service(s) or objectives**

Website mission statement is *"to improve people's quality of life by providing safe, innovative and useful transportation services that are locally based and regionally connected."*

Pierce Transit is a local transit agency that provides three main kinds of services: primarily fixed route buses, paratransit shuttles, and vanpools.

Pierce Transit's objectives are to increase ridership, take on innovative projects as they arise, explore public and private partnerships, provide safety in all facets of work, and to maintain a healthy budget despite the current pandemic.

SOV Reduction:

- **Can you tell me about Pierce Transit's approach to SOV reduction?**

Pierce Transit serves I-5, one of the most congested corridors in the state of Washington. There are high traffic volumes on I-5 from both the north and south due to the proximity to Seattle, Olympia, and Joint Base Lewis-McChord. Pierce Transit's service area is in the middle and its emphasis is to move as many people out of SOVs as possible.

- **How and why is SOV reduction important in the region?**

SOV reduction is of concern to Pierce Transit and its partner agencies, and is addressed by using fixed route buses, heavy rail, light rail, and vanpool (all agencies have this), which reduce commute trips. The State has a Commute Trip reduction effort for all employers with more than 100 people. Pierce Transit provides coordination as part of that effort.

- **Where does it fall in priorities?**

SOV reduction is one of Pierce Transit's main goals and one of its top five focus points. Sound Transit (regional transit authority) is extremely concerned with reducing SOV and utilizing trains (Sound Transit has heavy and light rail systems).

- **Primary motivation for supporting / implementing SOV reduction measures?**

- To reduce traffic congestion.
- To improve air quality. This is important particularly due to Pierce County's geography as it lies between mountains where pollution can be trapped. This led efforts in the early 1990s to create fixed route buses and the local fleet utilized compressed natural gas (some of the first in the country). Pierce Transit was a trend setter by using smarter fuels to help with air pollution.
- To save money. The second Tacoma Narrows Bridge was built in 2007, connecting the Olympic Peninsula to the I-5 corridor, with a toll that impacts commuters and

other users. Since the toll is a considerable expense, Pierce Transit worked with legislature over the last year to approve exempting vanpools from the toll. Pierce Transit uses the toll exemption to promote using transit and vanpools for users who need to use the bridge.

- **Are there other formal local / regional plans specifically to address SOV reduction?**

Puget Sound Regional Council (PSRC) has several different plans for regional transit, and these guide Pierce Transit planning initiatives.

- **Provide more information on Bus Rapid Transit (BRT) development.**

Bus Rapid Transit (BRT) is being developed for Route 1, which has the highest ridership, is most frequently used, and has the longest fixed route. This 14-mile corridor between Tacoma and Spanaway will be converted to BRT, connecting a lot of businesses and communities and making it easier to get in and out of downtown Tacoma. Electric buses are being considered, and there will be stations rather than bus stops so users can pay on the platform to save time boarding on the bus. At times, the route will run in the median, sometimes on the shoulder, and sometimes in regular traffic. Major intersections that are currently signalized are being changed to roundabouts due to State requirements.

- **Do you have specific SOV reduction goals?**

Pierce Transit does not have specific SOV reduction goals.

- **How are SOV reduction measures funded?**

There is no funding tied specifically to SOV reduction measures.

- **What is Pierce Transit's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**

Pierce Transit is a service provider, and regional groups like Sound Transit (light and heavy rail operator) contract with Pierce Transit as part of the larger effort to reduce SOV by operating bus services.

- **Are there other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?**

- Pierce County
- Downtown On The Go. This program works with Downtown Tacoma employers and residents to connect users to transit
- Pierce Trips which is a collaborative approach between Pierce County, Pierce Transit, and Downtown On The Go to jointly reduce commute trips; it is available for everyone to use. The effort has several different campaigns including recognizing smart commuters. This is a strong program, offering a lot of transit choices and promoting incentives to commuters and is familiar to a lot of the employers.
- Mobility on Demand. Sound Transit and King County Metro created an on-demand service called Mobility on Demand, connecting riders to Lyft to get people to and from work in five different zones. The program ended on 12/31/2019. A couple of

the zones were very successful. Pierce County worked with these agencies to promote and utilize their services. The program ended because an agreement could not be reached with providers other than Lyft. Federal Transit Administration (FTA) requires more than one provider.

- Micro Transit Service. Makes connections in places that don't have transit access by contracting with a provider that meets FTA regulations.

- **Is the effort spread across multiple entities or centralized?**

Pierce Transit has some relationships with adjacent counties that are all part of the One Regional Card for All (ORCA) program, a regional pass for various transit services including bus, train, and ferry. Pierce Transit works with the county to the south regarding their express service and vanpool program. Pierce Transit works most closely with Everett and Seattle.

- **How do neighboring jurisdictions interact / coordinate?**

Neighboring jurisdictions mostly work with colleagues in Seattle. All are a part of the ORCA card system which is the regional transit pass incorporating most transit agencies. Inter-city transit is not part of the OCRA card system but Pierce County works with their express services and vanpools.

Specific SOV Reduction Measures

- **What are the primary SOV reduction measures being carried out locally?**

Pierce Transit offers three types of services to help passengers get to jobs, schools and appointments:

- Fixed Route Buses
- Shuttle Paratransit (CARE-A-Van)
- Vanpool/rideshare services

Long term, Pierce Transit would like more BRT lines, and is considering three to four more routes over the next 15 years (approximately).

Depending on the success of the micro transit project, Pierce Transit would like to develop further with first- and last-mile service. There were significant reductions in service following the last recession, and local jurisdictions voted themselves out of Pierce Transit's service area. Pierce Transit has redesigned its service to be more efficient, and those former service areas are growing and demanding commute options, but a vote is required to get back into those service areas.

Describe the measure	Fixed Route buses
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Primary goal	The primary goal of fixed route buses is to provide local service for commuters to Tacoma, smaller cities like Lakewood, and the large military base to the south.
Targeted audience/user	<p>The targeted user is mostly employees and some students (community college and high school). High school students can choose their high school location, and some are provided with ORCA passes.</p> <p>Average user age is mid-30s.</p> <p>There is a reduced fare card for seniors and people with disabilities.</p>
Resources/cost/funding	<p>Fixed route buses have a mix of funding from sales tax revenue, state funding, federal grants, and Fare Box Recovery (less than 20 percent).</p> <p>Additionally, businesses can buy discounted ORCA cards in bulk as part of business accounts and provide their employees with these cards as incentives for local or regional transit.</p>
Impacts/outcomes (effectiveness)	<p>Most of the fixed bus routes go through downtown Tacoma, where reduced traffic congestion has been especially effective. Downtown Tacoma has very limited parking, and street parking now requires a fee which promotes transit use.</p> <p>Fixed route buses have not had much of an impact to/from the military base, as routes and funding are limited. The military base has some shared ride services and many people there find it easier to drive in a car.</p>
How is it monitored/measured	Data is reported to National Transit Database (NTD) and used internally, especially in grant reports.
What data is collected	The number of riders, routes used, dates, and times.
When did it start	Pierce Transit is celebrating its 40 th anniversary, although it previously provided programs as Tacoma Transit.
How long will it go (future plans)	Pierce Transit has a mobile-friendly website but is exploring a one-stop mobile application (app). Surrounding agencies and communities would like all transportation resources in one area.
Coordinating agencies	Pierce Transit provides fixed route bus service, and Sound Transit provides express routes that are operated by Pierce Transit bus

	drivers. The two agencies coordinate on how the routes are designed and scheduled.
Role your agency plays	Service provider.
Role other agencies play	Coordination.
Overall satisfaction	Pierce County residents/commuters are not as used to using the bus as they are in Seattle. There is easy parking in a lot of the county. Pierce Transit has made a community outreach and education effort over the past year regarding how transit can be a real benefit to the public because it is safe, comfortable, and cost-effective. Residents typically use cars before transit.
Lessons learned/challenges	It is important to work together with city departments and transit agencies to ensure agreement on shared transit access goals.

Describe the measure	Paratransit
Primary goal	The primary goal of the paratransit service is to serve people with disabilities who cannot use fixed route buses. Paratransit eligibility standards are designed to meet Americans with Disabilities Act (ADA) requirements. Door-to-door services are provided and arranged 24 hours ahead (on-demand shuttle service).
Targeted audience/user	Targeted audience is people with disabilities. Average age range is mid-30s.
Resources/cost/funding	Sales tax.
Impacts/outcomes (effectiveness)	Paratransit service provides transportation for people who otherwise could not access services they need. Infrastructure is generally not good outside of Tacoma. Bus stops are accessible but local jurisdictions may not have sidewalks, making the trip challenging or impossible. Paratransit is helpful but limited as users must qualify for it.
How is it monitored/measured	Data is reported to National Transit Database (NTD) and used internally, especially in grant reports.

What data is collected	Registrants names, pick-up and drop-off addresses, dates and times, and whether individuals use a mobility aid (for example, wheelchair, walker, oxygen).
When did it start	Approximately early 1990s.
How long will it go (future plans)	Paratransit service is looking at expansion options, including a pilot program that is currently testing on-demand service. This provides concessions for critical last-minute trips. The pilot program was offered to a set number of regular users to test and was well received. The pilot program will help determine if it is cost-effective and reasonably easy to use for the people served.
Coordinating agencies	There is coordination with counterpart agencies because some users need to travel across county lines.
Role your agency plays	Service provider.
Role other agencies play	Coordination.
Overall satisfaction	Shuttles are more expensive to run, and the accessibility department tries to accommodate users through fixed route buses, which are more cost-effective.
Lessons learned/challenges	More education is needed for the fixed route service so people are less dependent on shuttles. There is a lot of work needed (with associated costs) on the administrative side to coordinate individual trips.

Describe the measure	Vanpool
Primary goal	Vanpool is designed for commuters. Five people are needed to start a vanpool. The program designates a vehicle and a bookkeeper. Employers (Boeing, Microsoft, Naval shipyard) can subsidize fully or partially. The trip is required to start or end in Pierce County, and there is a large range of routes.
Targeted audience/user	Employees commuting to the same employer. Average user age is mid-30s.

Resources/cost/funding	The vanpool may be covered by employers, or by the employees.
Impacts/outcomes (effectiveness)	The vanpool is effective for parts of Pierce County that are residential and aren't served by the fixed route bus system. There is a lot of new residential development and vanpools fill in for employees who don't have access to the bus system.
How is it monitored/measured	Data is reported to National Transit Database (NTD) and used internally, especially in grant reports.
What data is collected	New sign-ups, current registrants, and employer information.
When did it start	Approximately early 1990s.
How long will it go (future plans)	The program works very well, and people have used it for a long time.
Coordinating agencies	Employers. A part of the County's Pierce Trips program.
Role your agency plays	Coordination.
Role other agencies play	Coordination and service provider
Overall satisfaction	Pierce Transit is very involved with operators of vanpool administration. The program works very well, and people have used it for a long time.
Lessons learned/challenges	Vanpool could be improved with software; the process would be easier and more efficient if there was one place to enter information.

Non-County Peers:

- **What resources would you think county government could provide to support SOV reduction efforts?**

Pierce Transit has a close relationship with and works with the Pierce County Planning office on long range planning. One of the special challenges is providing transportation

beyond the borders of Pierce County. The agencies need to work closely to ensure goals align as they use state and federal funds.

Other:

- **What characteristics are unique to your service area that influence SOV reduction efforts?**

Pierce County has a mix of urban to rural with large chunks of suburban. After leaving the city cores, areas become much less walkable and do not support fixed route transit. Because property is so expensive in Tacoma, residential development is being even further built out in Pierce County. Unique situations include providing a County ferry service to two islands. This is not sustainable long-term due to the expense. There are three electric buses (with more planned) but the steep hills in downtown Tacoma affect efficiency.

- **Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?**

More electric buses are planned which require changes to maintenance facilities, such as special lifts because of where batteries are located. Those costs need to be factored in, and locations for remote charging areas are being considered, as well as where to place quick charging devices on the buses themselves. There is a necessary training program for mechanics of electric buses, as well as a learning curve for drivers.

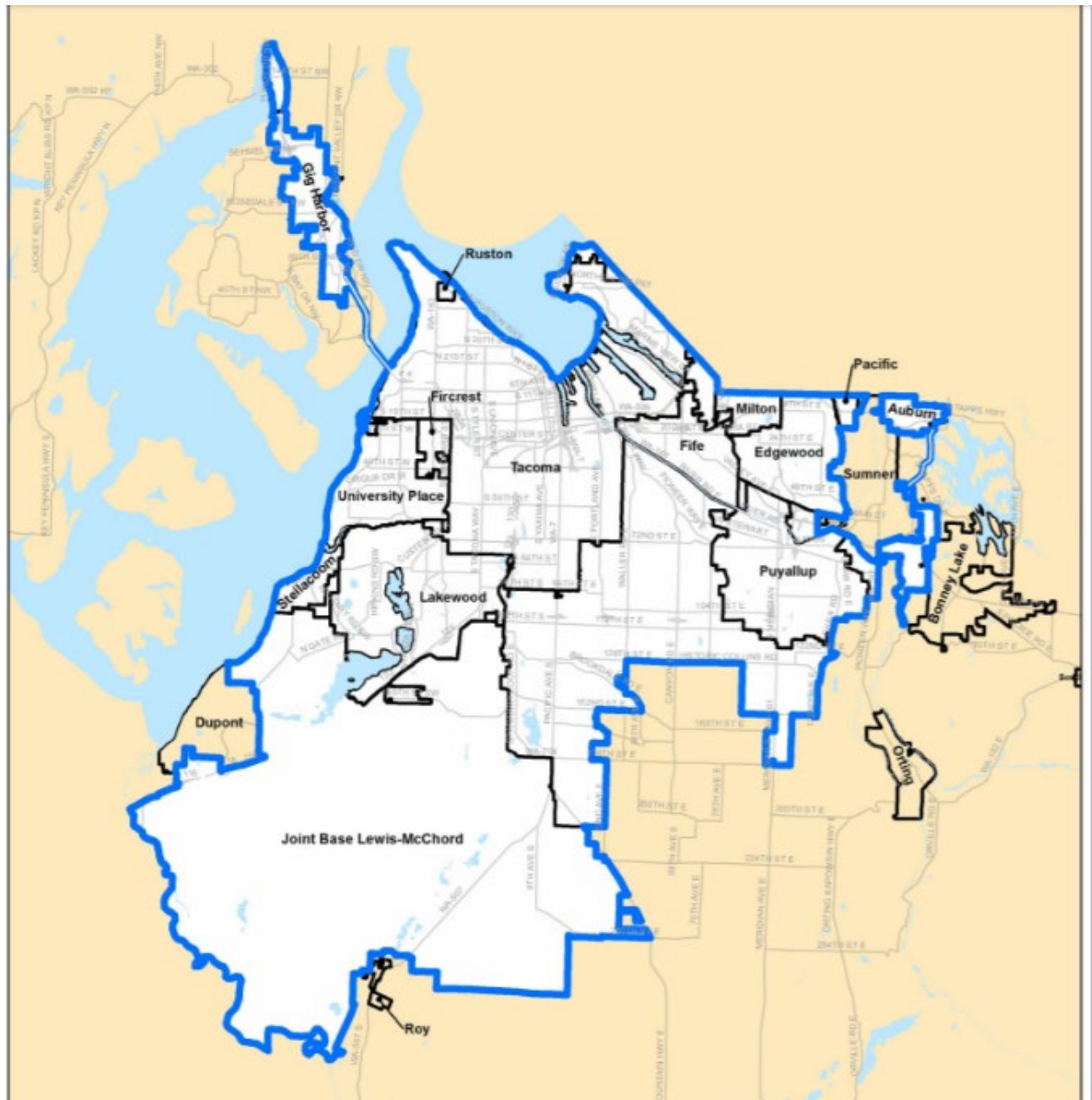
- **Any advice or lessons learned for Lake County as they explore SOV reduction programming?**

Pierce Transit emphasized the importance of working together with city departments and transit agencies and ensuring agreement on the goals. Determine who is adding what resources to the partnership, such as personnel, funding, and planning. Grant applications submitted with multiple partner agencies or supporters have a higher chance of being funded.

- **Is there anyone else that you would recommend that we speak to?**

- Planning Department, Tina Lee, Planning Manager, tlee@piercetransit.org
- Puget Sound Regional Council, Gil Cerise, Principal Planner, GCerise@psrc.org

Pierce Transit Service Map:



Lake County DOT – SOV Reduction Study

Peer Interview 4/15/2020

George Washington Regional Commission (GWRC)

Headquarters: Fredericksburg, VA

Attendees:

GWRC: Leigh Anderson, GWRideConnect Assistant Director

Metro Strategies: Arlinda Bajrami, Jill Ziegler

Lake County: Michael Klemens, Darrell Kuntz

Introduction:

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that the county can consider for shifting individuals from driving alone with a focus on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**
The George Washington Regional Commission (GWRC) is the Planning District Commission (PDC) for the region. The GWRC members are appointed by the respective governing bodies. Each county and city governing body appoints two elected officials to sit on the GWRC Board.
- **Service area**
GWRC's service area is the region comprising the City of Fredericksburg and the counties of Caroline, King George, Spotsylvania, and Stafford, known collectively as "Planning District 16."
- **Population served**
GWRC serves approximately 347,000 residents, and this region continues to experience high growth.
- **Core service(s) or objectives**

The mission of GWRideConnect is to promote, plan, and establish transportation alternatives to the use of the single occupant vehicle, thus improving air quality, transportation system efficiency, and quality of life for the citizens of the City of Fredericksburg and the counties of Stafford, Spotsylvania, Caroline, and King George.

SOV Reduction:

- **GWRC's approach to SOV reduction**

- **How important is SOV reduction in the region? Why?**

SOV reduction is very important in the region due to congestion and air quality. GWRC is considered one of the top gridlocked areas in the nation. In 2017 a study deemed I-95 the most congested road in the country.

GWRC promotes transportation demand management (TDM) through vanpools, carpools, and public transit to reduce over 12,000 work trips daily, which is equivalent to over 370 million less vehicle miles traveled annually. GWRC has over 500 vanpools in the area.

The region's rail system includes 66 miles of track in GWRC's region. Amtrak allows commuters to take specific trains at a reduced price. Additionally, the Virginal Rail Express has 16 commuter trains a day (eight each way).

GWRC also has a program called "slugging," a casual carpooling program. Commuters line up on the road and drivers pick them up so they can take the high occupancy vehicle (HOV) lanes with a minimum of three people without paying a toll. There have been no major incidents or injuries.

- **Where does it fall in priorities?**

SOV reduction is a high priority.

- **Primary motivation for supporting / implementing SOV reduction measures?**

The primary motivation for supporting the SOV reduction measures is congestion and air quality.

- **Are there other formal local / regional plans specifically to address SOV reduction other than the TDM plan from 2015?**

GWRC is working with consultants on a new strategic plan that is not yet complete.

- **Do you have specific SOV reduction goals?**

GWRC is working to meet goals of forming new vanpools, as well as assisting its commuters in matching them with vanpools. GWRC has vanpools that head north, east, and south of its region, which includes Washington, D.C., Richmond, and various military installations.

- **How are SOV reduction measures funded?**

GWRC goals are funded mostly through the Virginia Department of Rail and Public Transportation (DRPT) and through the Congestion Mitigation and Air Quality Improvement program (CMAQ).

- **What is GWRC's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**

GWRC is a stakeholder and sits on the Public Transportation Advisory Board. GWRC participates on several other boards that support TDM measures such as bicycle, pedestrian, and transit, depending on the agency's focus at the time.

- **What other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?**

GWRC works with several agencies; however, most of them are not involved with GWRideConnect. GWRC works with DRPT, Potomac and Rappahannock Transportation Commission (PRTC), and Fredericksburg Area Metropolitan Planning Organization (FAMPO).

- **Is the effort spread across multiple entities or centralized?**

The efforts are spread across multiple entities.

- **How do neighboring jurisdictions interact / coordinate?**

All agencies fall under the GWRC except for FAMPO.

Specific SOV Reduction Measures:

- **What are the primary SOV reduction measures being carried out locally?**

GWRideConnect (the region's nationally recognized rideshare brokerage that facilitates and promotes vanpooling and transit use) is a member of Commuter Connections out of Washington, D.C. GWRideConnect includes 400 vanpools that are operated by 130 different companies. GWRC assists companies to start a vanpool for its commuters, including an Advantage Vanpool Insurance program which receives some DRPT funding.

Guaranteed Ride Home gives commuters a safety net if they need to leave work unexpectedly, and vanpools have been used for some of those instances.

Describe the measure	GW RideConnect
Primary goal	Primary goals are to save time and money, minimize stress, reduce road congestion, and improve quality of life.
Targeted audience/user	Commuters and employers.
Resources/cost/funding	Insurance through vanpools, DRPT, and CMAQ.
Impacts/outcomes (effectiveness)	GW RideConnect is very effective in serving about 370 million commutes annually, which reduces VMT. Additionally, if companies move, which could result in lowered ridership, GW RideConnect helps vanpools for up to three months until they replace those riders. GW RideConnect can match people who sign up online.
How is it monitored/measured	The data is measured by VMT.
What data is collected	The vanpools report to the Federal Transit Administration's (FTA) National Transit Database (NTD) and receive a stipend in return. GWRC also receives some funding for data reports.
When did it start	The program started in the mid-1980s and was previously known as the Rappahannock Area Development Commission (RADCO) rideshare.
How long will it go (future plans)	GW RideConnect plans to continue its current work while waiting on the strategic plan to be developed which will guide GWRC's future.
Coordinating agencies	Through Commute Connections, GW RideConnect connects with all TDMs in Northern Virginia, Maryland, and Washington, D.C. All groups meet once a month.
Role your agency plays	GW RideConnect is the lead agency.

Role other agencies play	Other agencies coordinate.
Overall satisfaction	Based on GWRideConnect surveys, people are very satisfied with the program. GWRideConnect communicates with new riders after about a month of use to receive feedback and GWRC has received overwhelming positive responses.
Lessons learned/challenges	<p>GWRC recommends getting the support of elected officials, especially newly elected officials who might not be familiar with the program. GWRideConnect provides welcome packets to newly elected officials.</p> <p>Advertising/public education is a big factor in being successful. GWRideConnect focuses on radio advertising and video commercials on YouTube, Facebook, and Twitter, which have been very successful. These methods have been extremely cost effective and GWRC has been able to tap into a younger demographic. GWRC currently has over 14,700 followers with 10 times the click rate compared to other services.</p> <p>GWRC does not do print advertising.</p> <p>GWRC does not currently use any web-based applications (apps) but is interested in the future.</p>

Describe the measure	<p>Guaranteed Ride Home is a free program through Commuter Connections. Users must join and sign up before using the program (which can be same day). Transportation Network Companies (TNC) including Uber were recently added. The program is designed to get commuters home in the most economical and reasonable way, possibly using several transportation modes.</p>
Primary goal	Guaranteed Ride Home provides users with a safety net. Commuters must be a member in order to receive the service.

Targeted audience/user	Commuters.
Resources/cost/funding	GWRC pays fees to Commuter Connections to be a member.
Impacts/outcomes (effectiveness)	The program is very well liked, with effectiveness at about 90 percent.
How is it monitored/measured	GWRC conducts surveys twice per year with commuters to get input.
What data is collected	Collected data from commuters includes name, name of employer, and origin and destination locations. This data is collected and monitored by Commuter Connections, which helps commuters find the best commute options.
When did it start	The program started about 20 years ago, originating in Northern Virginia.
How long will it go (future plans)	The program is ongoing.
Coordinating agencies	Metropolitan Washington Council of Governments is a coordinating agency.
Role your agency plays	GWRC is a service provider/member.
Role other agencies play	Other agencies act as the lead and coordinator.
Overall satisfaction	The program received satisfactory marks above 90 percent.
Lessons learned/challenges	There have been minor abuses, but regulations were put in place to preserve the intent of the program.

Non-County Peers:

- The Lake County DOT is leading this research – what role has the county (or counties) played locally in SOV reduction efforts?**
 The counties have long range plans including TDM sections that support the GWRideConnect program. The counties pay into the GWRC, which is used for the 20 percent grant match.

- **What resources would you think county government could provide to support SOV reduction efforts?**

Counties can help with several issues. For example, park 'n ride lots may not be easily accessible from a nearby subdivision. Bike and pedestrian trails may have limited barriers, making users feel unsafe. The counties often work with the community and homeowner's association (HOA) to implement solutions for access and pedestrian issues. Newer subdivisions have better pedestrian connections which are helpful, and people use them.

Other:

- **What characteristics are unique to your service area that influence SOV reduction efforts?**

GWRC's slug lines are unique to the Washington, D.C. region. Additionally, the GWRC region includes many military installations because it is close to the Pentagon, the Dahlgren naval installation, and the military's Joint Base Langley-Eustis (JBLE). The military uses GWRC services but wait times can be frustrating because every person in the vanpool must be checked at the entrance.

- **Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?**

GWRC is currently working to update its matching software. There are about 3.5 staff members who work on GWRideConnect, including Ms. Anderson who oversees daily operations of the program and Advantage Insurance, the Deputy Director of GWRC, a vanpool coordinator, and a commute coordinator who manages the databases.

- **Any advice or lessons learned for Lake County as they explore SOV reduction programming?**

GWRC recommends advertising, education, and public outreach for successful programs, and that programs be appealing to the public. For example, GWRC has a bus shelter that is currently not in great condition, but improvements are being made so it appeals to more people.

The slug lines are very robust. GWRC noted the public transit operations are not as efficient as the slug line program.

- **Is there anyone else that you would recommend we speak to?**

GWRC recommends contacting the Council of Governments (COG) to learn more about Guaranteed Ride Home.

- **How is the coronavirus currently affecting your efforts?**

GWRC is very concerned for its vanpool fleet because the vans are privately owned, and currently not operating due to COVID-19. GWRC is assisting these vans by not requiring

them to pay insurance costs while not in operation. GWRC is hopeful some of the telecommuting barriers will be removed after the pandemic. GWRC is hopeful people will telecommute at a higher rate after the pandemic.

GWRideConnect has been completely online for the last five years. As a result, this program can be successfully run remotely. The program has been operating flawlessly for the past three weeks and hopefully this will have an impact in future decisions for telecommuting.

- **Did we miss something that you think is important to include in our notes?**

GWRC leases lots for vehicles to use before GWRC develops a commuter lot. GWRC spends \$1 per workday which is a considerably low cost compared to building and maintaining a commuter lot. The downside is that leasing these lots is limited to three years. GWRC spends less than \$11,000 per year to lease 65 spaces, compared to building a space for \$16,000 (not including maintenance costs). GWRC utilizes businesses with parking lots that do not have a lot of usage during the day. GWRideConnect has three lots that are unique because they were leased with different rules in 2012 and can be leased indefinitely.

GWRC helps commuters connect to buses, trains, and vanpools by finding what options fit best, and sending information on nearby train stops. GWRC personalizes commuter trips by explaining the entire system to people who may have never used public transit before. Using public transportation can be scary for first time users, and agencies must be understanding and willing to help to get more people to use public transportation.

- **How much budget is spent on advertising?**

GWRideConnect's advertising budget is over \$100,000 so people know its services exist.

- **Does GWRideConnect have a regional trip planner?**

Trip planners work well within the trip planner's area, but a lot of GWRC's commuters are commuting 60 miles one-way per day and go through multiple areas. GWRC helps commuters navigate what is available to them in different areas. GWRC does not have software that connects all the different trip planners.

The Commuter Connections program has an online trip planner where users can sign up and review different options. Washington Metropolitan Area Transit Authority (WMATA) has a trip planner for the Metro. There is not a software that connects all of these. GWRC tries to bring it all together, especially for GWRC "super commuters" in its service area.

- **Does GWRideConnect currently use a ride-matching software? What are some of the specific software programs that GWRC is considering for the future?**

The Commonwealth of Virginia is in the process of purchasing a ride-matching software for statewide use, which GWRC would like to use. Currently, GWRC uses Commuter Connection software, but it does not highlight vanpools. GWRideConnect also uses an in-house software that is reprogrammed and updated internally, helping GWRideConnect meet its specific regional needs, including vanpool matching.

Lake County DOT – SOV Reduction Study

Peer Interview 4/16/2020

Metropolitan Council

Headquarters: St. Paul, Minnesota

Attendees:

Metropolitan Council: Cole Hiniker, Multi-Modal Planning; Amy Vennewitz,
Deputy Director

Planning and Finance

Metro Strategies: Arlinda Bajrami, Jill Ziegler

Lake County: Michael Klemens, Darrell Kuntz

Introduction:

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that Lake County can consider for shifting individuals from driving alone, focusing on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department:**

The Metropolitan Council (Met Council) has three primary organizational divisions: community development, environmental services, and transportation, with support from administrative and service units. The transportation division includes Metro Transit and Metropolitan Transportation Services.

In this region, Met Council serves as a Metropolitan Planning Organization (MPO). Met Council operates the bus system, light rail and rapid bus system.

Met Council produces a regional development guide, an overarching plan with goals and outcomes beyond land use once a decade following the release of census data. The most recent development guide will be updated in 2023 and 2024. Per state law, regional transportation systems will need to respond to the guide after the update. Met Council's work is guided by the regional plan. The MPO region covers seven counties with a variety of land use, including urban (St. Paul and Minneapolis), developing suburban, and rural.

The Met Council receives about \$200 million of federal transportation funds, including Surface Transportation Program and Congestion Mitigation and Air Quality Improvement Program (CMAQ) funding that is allocated through a competitive regional process based on outcomes Met Council has identified for the region. Counties and cities apply, their applications are scored, and top-ranking projects receive federal funding through an ongoing biannual process. Criteria and measures to allocate funds relate back to Met Council's transportation plan and the regional development guide. SOV reduction appears in the transportation plan and in criteria and measures for allocating federal funds, even if not explicitly stated.

- **Service area:**

The service area includes seven counties with about 3.1 million people. Those include Anoka, Carver, Dakota, Hennepin (Minneapolis), Ramsey (St. Paul), Scott, and Washington counties.

- **Population served:**

Transit ridership on all types of service, including express and local buses, light rail, dial-a-ride service, and transportation for people with disabilities, totaled close to 91.6 million in 2019. Two-thirds of weekday transit trips are to work or school.

- **Core service(s) or objectives:**

The mission of Met Council is to foster efficient and economic growth for a prosperous region.

SOV Reduction:

- **How important is [SOV reduction] in the region? Why?**

Met Council's long-range plan does not address SOV reduction with specific language. The plan is performance based and structured under six major goals for transportation: stewardship, safety and security, access to destinations (encompasses connectivity and mobility), healthy and equitable environment, prosperity, and leveraging land use for efficient transportation investments. Each goal has objectives and measures, and a chapter is dedicated to strategies to achieve goals for everyone within the region. Within the plan, SOV reduction and Vehicle Miles Traveled (VMT) reduction are tied to reducing air emissions. With seven diverse counties and constituents, there are a lot of opinions about whether SOV reduction needs to be a major priority in the region. Met Council feels using strategies holistically helps reduce SOV, such as increasing density and making transit efficient.

- **Where does it fall in priorities?**

SOV reduction probably falls somewhere in the middle of the priorities, and Met Council uses a holistic approach to reduce SOVs.

- **Primary motivation for supporting / implementing SOV reduction measures?**

The primary motivation for implementing SOV reduction measures is to reduce congestion. Met Council planners work closely with the Department of Transportation (DOT). The highway investment philosophy is geared toward using the highway efficiently, reducing impacts to the roadway system, and reducing congestion, which all help to reduce SOVs and VMT. A major strategy is managing the system by implementing technology for efficient traffic flow. Met Transit is expanding the system by implementing more MnPASS lanes (priced lanes). Transit and High Occupancy Vehicles (HOVs) are not charged for using MnPASS lanes, but there is a charge for SOVs. Currently there are three operating MnPASS lanes and within five years, there may be seven MnPass lanes that are interconnected.

Limited resources to expand the travel network impacts SOV reduction. The system only functions well when SOVs are reduced. Met Council feels equity and improving options for people unable to drive is very important and justifies providing other modes of transportation.

- **Are there any formal local / regional plans specifically to address SOV reduction?**

Met Council provides the regional plan and the system plans, and every 10 years the cities and counties are required to produce local comprehensive plans. The cities and counties submit their local plans (180 within the region) to Met Council, who reviews the plans for conformance with the regional system. The rural areas do not address SOV reduction and increased density as much as the more urbanized areas like Minneapolis and St. Paul and their associated counties, which use strong SOV reduction language. The Minneapolis transportation plan has huge goals for decreasing VMT and SOVs. Hennepin County is especially committed because they have a lot of funding dedicated to building out a light rail system, while balancing urban/suburban/rural land uses.

- **Do you have specific SOV reduction goals?**

Met Council uses more strategies than goals. Reducing VMT is a measure, for example. Goals tend to be higher level statements about efficient investments and providing better access.

- **How are SOV reduction measures funded?**

Met Council provides funding for transportation projects. A TDM category dedicates funds toward promoting transit, bicycle/pedestrian and unique mobility projects. All

application categories have measures relating to efficient travel and implementation of multi-modal options. Roadway applications can get extra points by incorporating transit and bicycle/pedestrian elements. The measures used to allocate funding are not aimed specifically at SOV reduction but are still effective. The grant for TDM funds some Metro Transit outreach to communities to increase transit. Each program is tracked to help determine how much VMT reduction occurs.

- **What is Met Council's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**

Met Council is the leading agency.

Met Council supports and helps fund five Transportation Management Organizations in the region: Commuter Services, Commute Solutions, Move Minneapolis, Smart Trips (now Move Minnesota) and Anoka County.

Met Council encourages other modes of transportation by ensuring a reliable system of connected alternative options to SOVs, such as light rail, dedicated bus lanes and a regional bikeway network.

Met Council also provides grants for developments with criteria for parking, and encourages different modes of available transit, as does Hennepin County.

- **How are these agencies involved in the delivery and implementation of the SOV-reduction measures?**

Met Council, Minneapolis and Hennepin County are the three agencies with the biggest impact, but it takes holistic thinking and a consistent visionary approach across a large area to make a difference.

- **Is the effort spread across multiple entities or centralized?**

The effort is spread across multiple entities.

- **How do neighboring jurisdictions interact / coordinate?**

Every community is asked to consider transportation issues as part of its comprehensive plan work or when applying for funding.

Specific SOV Reduction Measures:

- **What are the primary SOV reduction measures being carried out locally?**

Building out and investing in a robust transit system and providing lots of options through all the different modes is their biggest contribution to SOV reduction. Met Council staff are pleased with the upgrade to dedicated bus lanes.

Metro Vanpool: Vanpools have five to 15 people sharing the ride to and from work an average of three or more days a week.

Transit Link: A network of 42 regular routes run by private providers under contract to the Council. Efforts are focused on the transit system.

Describe the measure	Vanpool
Primary goal	The primary goal is to help meet the commuting needs of employees who reside or work in the region and reduce SOVs.
Targeted audience/user	Commuters within large employee-based areas.
Resources/cost/funding	Met Council and employers subsidize the program (need six riders per van to qualify for subsidies).
Impacts/outcomes (effectiveness)	The program could be more effective if better promoted, and it is limited by funding. Informal carpools within the private sector contribute to SOV reduction more than public vanpools.
How is it monitored/measured	SOV reduction (emission, congestion) is recorded in the National Transit Database (NTD).
What data is collected	Vanpool data includes the employer, number of riders, user origins and destinations and number of trips.
When did it start	Not discussed.
How long will it go (future plans)	There is uncertainty about the priority of the program in the future.
Coordinating agencies	Met Council coordinates with other local governments and employers.
Role your agency plays	Met Council serves as the lead, funds the program and hires private contractors to operate or provides a grant to

	a local government to operate, as long as it is consistent with the overall program.
Role other agencies play	Other agencies may focus on operations and/or coordination.
Overall satisfaction	Met Council's focus is more on building out the regional system rather than specifically on vanpool. There are a lot of regulations for this program which make it challenging to operate.
Lessons learned/challenges	Getting volunteers to operate vanpools to suburban locations, who may be entry level employees without driver licenses, can be challenging. Houston and Seattle have good examples for vanpools that are focused on high employment concentration areas. It is a good option to explore but takes a lot of staff effort.

Describe the measure	Transit Link
Primary goal	Transit Link provides a shared ride service for the public where regular transit routes are infrequent or unavailable.
Targeted audience/user	The targeted audience for Transit Link is residents of rural communities or service areas where people are making trips but do not have feasible transit options.
Resources/cost/funding	Met Council pays for Transit Link using state/federal funding and users pay a fare.
Impacts/outcomes (effectiveness)	Transit Link is an effective program for people who do not have cars or other transit options, particularly in rural communities.
How is it monitored/measured	Data is reported to the National Transit Database.

What data is collected	Data collected includes number of trips, origins, and destinations (using GPS on the buses).
When did it start	Not discussed.
How long will it go (future plans)	Not discussed.
Coordinating agencies	A private company provides the service for Transit Link.
Role your agency plays	Met Council administers the program and contracts administration.
Role other agencies play	Private companies administer the service.
Overall satisfaction	Transit Link is not a huge service in the Met Council system, but it serves a very important role for people who are dependent on transit.
Lessons learned/challenges	Not discussed.

Non-County Peers:

- **The Lake County DOT is leading this research – what role has the county (or counties) played locally in SOV reduction efforts?**

The Council consults with the Transit Link Coordination Advisory Committee, which includes representatives from each county.

- **What resources would you think county government could provide to support SOV reduction efforts?**

Lake County could partner with the MPO and the local transit providers to see what resources are available (especially funding) and work together on programming. It should be a partnership. The business community is an important connection so large employers and large office developments can encourage transit use.

Other:

- **What characteristics are unique to your service area that influence SOV reduction efforts?**

Met Council is unique in that it has a transit system under one large provider.

- **Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?**

Met Council is planning to focus in the future on working with its counties on complete/livable streets and rethinking street functions.

- **Is there anyone else that you would recommend that we speak to?**

Hennepin County and Minneapolis have SOV reduction measures in place, and Houston and Seattle have similar landscapes to Lake County with high employment concentration areas and suburbs.

- **How is COVID-19 currently impacting your efforts?**

Met Council has seen a 50 percent reduction in the metropolitan area with no congestion being experienced right now. Staff wants to learn from COVID-19 about travel perceptions and telecommuting and will likely conduct surveys.

Additional Questions:

- **Have land use planning and regulations been an effective way to reduce SOVs as a complement to transit? How do the communities respond to land use regulations?**

Met Council is unique because of its authority. It can approve every comprehensive plan in the region and can require the plans to change if they are not consistent with the system. Since Met Council is building out the transit system, it is easy for them to scale back in communities who want transit options if it is not supported by local land use and density. The federal dollars provided require commitments to land use and density that align with Met Council's goals. Met Council uses development grants and positive reinforcement. Met Council recommends keeping communities engaged but making programs optional. When some communities are willing to try new approaches, other communities may also want to get on board. The carrot approach has worked best for Met Council.

- **Does Met Council or others invest in promoting other modes of transit? Are there associated performance measures?**

Met Council does not necessarily promote reducing driving, but it promotes its own service and system, as well as alternative modes of transportation. They provide a TDM grant program that provides about \$7 million every two years. Some of this funding is used for Met Council's promotional budget, and some goes to the Transportation

Management Organizations for promotional advertising. Minnesota Department of Transportation promotes its carpool pay lanes, so drivers can experience a congestion free lane. The performance measures could include how many people were reached out to, or how many flyers were mailed, although it is difficult to track the benefits and if people increased use of the transit system.

- **Is the Met Council TDM grant program funded through CMAQ?**

The Met Council TDM grant program is funded through CMAQ. The program is mode-based which includes a transit category and a railway category. Met Council decides whether the applicants fit into the block grant of CMAQ depending on TDM measures.

Possible Follow-up Contacts:

- Theresa Cain at Metro Transit regarding TDM and obtaining the TDM summary
Theresa.Cain@metrotransit.org
- Joe Gladke at Hennepin County regarding TDM
Joseph.gladke@hennepin.us

Lake County DOT – SOV Reduction Study

Peer Interview 4/22/2020

Cobb County DOT

Headquarters: Marietta, GA (Cobb County)

Attendees:

Cobb County DOT: Eric Meyer (Transportation Planning Manager at Cobb DOT, recently left in early 2020)

AECOM: Allie Velleca

Lake County: N/A

Introduction:

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that the county can consider for shift individuals from driving alone with a focus on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**

Cobb County is situated immediately to the northwest of the Atlanta city limits. The County has a five-member Board of Commissioners and appoints Cobb County residents to serve on the Transit Advisory Board (TAB). The CobbLinc bus service started in 1989 and offers local bus service, express routes, circulator routes, and one flexible-route offering demand-response service. These routes serve eight park-and-ride lots across the county as well as offering two transfer centers.

The Cobb County Department of Transportation (DOT) develops, manages, and operates Cobb County's transportation system. This system includes a vast network of roadways, sidewalks, and trails; a transit system that provides public transportation; and an airport that serves business and recreational flying needs.

Cobb DOT consists of several divisions, including engineering, traffic operations, planning, airport, transit, and road maintenance. It also includes support services, which is a general designation for services that support Cobb DOT across all divisions.

- **Service area**

The Cobb County DOT serves residents across six cities including Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna.

- **Population served**

Cobb County covers 345 square miles and serves a population of over 760,000 residents. The CobbLinc service reported 2,543,584 trips in FY 2018.

- **Core service(s) or objectives**

Cobb County adopted the Comprehensive Transportation Plan in 2015, which is used as a guiding document by the Planning Department; it is unknown if others within the DOT view it the same way. The Guiding Principles from the *2015 Cobb in Motion CTP* are to maximize performance of the transportation system, improve access and manage traffic congestion, achieve traveler safety and security, drive economic competitiveness, and lead with cost-effective solutions.

SOV Reduction:

- **Can you tell me about Cobb County DOT's approach to SOV reduction?**

Cobb County adopted a Complete Streets policy and the CTP tries to set out investments and programs in coordination with land use (location and design) to handle all travel types and not always encourage SOV travel. The transit system offers 70 local buses and 20 express buses; the county has 84 miles of trails and the majority of these are proximate to employment centers. The starting point for the trail network is not for rural and recreation trails. One trail, the Silver Comet is, but most others are not. It should be noted that trails in Cobb County are those that can legally accommodate bicycles. They do not include foot trails through the woods.

- **How important is [SOV reduction] in the region? Why?**

SOV reduction is very important as the county wants to maintain existing conditions, but to add capacity to our transportation system they have done so through adding Sunday bus service, new transit routes, and 25 miles of new trails in the engineering pipeline. There is a focus on expanding the system that enables non-SOV travel through the county.

- **Where does it fall in priorities?**

Top priority for the county is asset management and maintenance. Second is adding transportation options.

- **Primary motivation for supporting / implementing [SOV reduction measures]?**

As the county matured, traffic caught up and building more capacity was not an option. While the count has capacity projects planned, the Right of Way costs are over half the budget. Cobb County is practical, and leadership recognizes that it is not realistic to continue building.

- **Are there formal local / regional plans specifically to address [SOV reduction]?**

As mentioned above, the CTP is the main planning document. Also, they recently completed big transit service modifications in 2019, which includes Sunday service for the first time in 30 years, and increased frequency of transit service into Midtown Atlanta. They also have plans to increase transit further with a half-penny sales tax for transit vote in 2022.

- **Do you have specific [SOV reduction] goals?**

No. The county recently bought five portable camera units to begin collecting baseline bicycle and pedestrian counts for the trail network. There are no specific goals for bus ridership either currently.

- **How are [SOV reduction] measures funded?**

At the operational level, it is the general fund. Their capital expansion is funded through a special-purpose local-option sales tax (SPLOST). Some SPLOST dollars went to planning future capital. The TDM effort from 2016-2017 was CMAQ-funded and the local match was with SPLOST planning dollars.

- **What is Cobb County's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**

We are the leading agency.

- **Are there other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?**

Yes, they coordinate with two Community Improvement Districts (CIDs), Cumberland and Town Center, the Cobb Chamber of Commerce, and Cobb Travel & Tourism (which is likely due to how connected and helpful their Executive Director is).

- **Is the effort spread across multiple entities or centralized?**

It is spread out.

- **How do neighboring jurisdictions interact / coordinate?**

The county hosts formal quarterly meetings with the CIDs and with their six cities. The cities are less plugged into the narrow definition of TDM and employer outreach, but they are interested in transit and promoting alternative modes. Additionally, there is more coordination across all the organizations as needed.

Specific SOV Reduction Measures:

- What are the primary [SOV reduction measures] being carried out locally?
Transit, trails and TDM.

Describe the measure	Transit
Primary goal	Increase ridership & improve reliability.
Targeted audience/user	They refer to it as a bifurcated customer. The express bus services serve more affluent residents who work in Atlanta where the local bus service has choice riders but 74% of local bus customers make less than \$35,000 annually. These riders hold service-oriented jobs in the local hotels and call centers, and want later and Sunday service.
Resources/cost/funding	Annual budget is \$23M for CobbLinc. Note: CobbLinc is a division of the Cobb DOT, not an authority, so the County Board of Commissioners is the board for the transit agency.
Impacts/outcomes (effectiveness)	The county has a higher farebox recovery than other agencies in Atlanta. They are focused on providing access to employment and medical locations. Additionally, the service is focused to major arterials with dense employment and residential areas.
How is it monitored/measured	They use density and demographic information for transit propensity to make sure they are serving the right populations.
What data is collected	Typical transit data.

When did it start	1989
How long will it go (future plans)	No plans for transit to go away. They conducted political polling 18 months ago and of the 900 respondents, only 8% supported cutting transit.
Coordinating agencies	MARTA, six cities, CID, GRTA, SRTA, GDOT, ARC, FTA, and FHWA.
Role your agency plays	Operating and planning.
Role other agencies play	Coordination
Overall satisfaction	During public involvement process for the 2015 CTP, Cobb County launched a transit satisfaction survey and found 54% are satisfied with local service and 63% are satisfied with express bus service. Also, riders reported feeling safer & better riding CobbLinc than riding MARTA.
Lessons learned/challenges	<p>They partnered with the City of Marietta for a Transit Signal Prioritization project for transit. They agreed to start out with something not aggressive and go up from there. Also, because transit and traffic are under the DOT umbrella, they can walk down the hall to talk to traffic department staff to get a dedicated left turn signal. That coordination allows the county to make changes quickly and provide safe and reliable solutions.</p> <p>One challenge they often experience is looking at county demographics overlaid with commission districts, and it doesn't always match up to how the commissioner "self-identifies" politically.</p>

Describe the measure	Trails
Primary goal	The primary use of trails is recreational, but the DOT focuses trail projects where they will contribute to non-SOV trips (planning, funding, implementation). They also

	prioritize investments to be used as first/last mile for transit.
Targeted audience/user	Transit riders and people who work in employment areas surrounding the existing network.
Resources/cost/funding	Funded by SPLOST.
Impacts/outcomes (effectiveness)	Just started baseline measurements with the portable cameras. Anecdotally, people love the trails and use them a lot. The county is on the cusp of connecting The Silver Comet to BeltLine in Atlanta and connecting trails from Town Center in Kennesaw to Woodstock. These interesting connections will provide users better connectivity to use trails for commuting.
How is it monitored/measured	N/A
What data is collected	N/A
When did it start	1970s
How long will it go (future plans)	We have 25 miles of trails in the engineering pipeline.
Coordinating agencies	PATH Foundation, CIDs, cities, and Federal properties as some of the trails are near National Recreation Areas.
Role your agency plays	Lead
Role other agencies play	Coordination unless they are funding or building.
Overall satisfaction	The trails in Cobb are ridiculously popular and most everyone loves the 84 miles built, and the 25 miles in the pipeline. The county also maintains a database of 1,300 sidewalk requests from around the county. Also, the CIDs have been investing in Zagster bikeshares to encourage more use of the trails.

Lessons learned/challenges	These are mostly capital projects and because they have no ongoing operating costs like transit, we expect to see more trails delivered around the county.
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Describe the measure	TDM effort in Cumberland
Primary goal	While a new baseball stadium was slated open in spring 2017, they had an opportunity to positively impact traffic and congestion for the surrounding employment center and gameday traffic.
Targeted audience/user	Employers and commuters in Cumberland area, with a limited focus on a few apartment complexes in the area.
Resources/cost/funding	Federal CMAQ and local SPLOST dollars, approximately \$200,000.
Impacts/outcomes (effectiveness)	They worked with 19 employers in the area to educate commuters about alternative modes to utilize on game days and in general for commuting. Over the life of the project, they helped to reduce 1,798,540 vehicle miles, hosted almost 30 educational events, and reached 1,600 commuters with their Try Transit messaging on Facebook.
How is it monitored/measured	They contracted with AECOM to provide supplemental outreach to the regional TDM program, Georgia Commute Options (GCO). They measured typical outreach inputs like meetings and events, as well as logging data from a ridematching database and employer surveys to set baselines for future assessments.
What data is collected	Logging registrant data into RidePro, events, presentations, meetings, employer partnerships, commuters educated, and social media interactions, among others.
When did it start	October 2016.
How long will it go (future plans)	It was a short-term supplemental project.

Coordinating agencies	Atlanta Regional Commission (CMAQ funding), existing GCO program, Cobb Chamber and Cumberland CID.
Role your agency plays	Lead consulting with AECOM.
Role other agencies play	Coordination
Overall satisfaction	It was great! Traffic was better than everyone expected.
Lessons learned/challenges	Leveraging county's relationships to open doors and create introductions is important. It would be ideal if they had a dedicated TDM person at the County. The CIDs used to do TDM in the county but have not in a while.

County Perspective:

- **County Peers: The Lake County DOT is leading this research – as a peer county, can you provide insight on how / why you feel county-level support is important in [SOV reduction]?**

Cobb County leads the conversation and acts as convener of CIDs and cities. They have historically maintained their leadership role with the other agencies and set the tone, not dictated orders. They also recognize success because their two large employment centers, Cumberland and Town Center, are unincorporated and the county DOT is responsible for their areas. If the employment base was in cities, they are not sure their model would work as well.

- **Any advice or lessons learned for another county embarking on similar efforts?**

They have found great success in sharing information with other folks doing TDM in Atlanta and using consultants that do it nationally and can leverage those national best practices. Also, for guidance on their transit system, they hire consultants who have worked with mid-tier transit systems.

Other:

- **What characteristics are unique to your service area that influence TDM efforts?**

Cobb County had a history with air quality non-conformity in 1990s and they bought into telework and compressed work weeks. Also, the Cumberland employment market is the closest to Atlanta and they offer six buses an hour that connect Cumberland to Atlanta with an HOV lane.

- **Any advice or lessons learned for Lake County as they explore SOV reduction programming?**

Linking bicycle, pedestrian, and transit to work together is critical. They also hope to coordinate more with Community Development (land use side and design) to enhance the entire experience for the commuter from the transit stop to the building front door.

The county is also in the process of changing transfer centers and thinking through the mobility hub concept to support all modes, walking, biking, TNCs, and taxis with a Transit-Oriented Development eye.

- **Is there anyone else that you would recommend that we speak to?**

Not likely. While our interviewee recently left the county, he regularly checks in with the DOT Director and she is okay with him sharing his knowledge and information. Also, a new Planning Director has not yet been hired.

- **What are the existing or anticipated impacts of COVID-19?**

The county is doing whatever they can to support teleworking. The county also uses First Transit to operate the transit system.

Lake County DOT – SOV Reduction Study

Peer Interview 4/23/2020

Montgomery County

Headquarters: Norristown, PA

Attendees:

Montgomery County: Andrew Besold, Transportation Planner

AECOM: Allie Velleca, Kristin Slaton

Lake County: Darrell Kuntz, Mike Klemens

Follow-Up Interview with Greater Valley Forge (GVF) TMA on 4/30/2020

Attendees:

GVF TMA: Rob Henry, Executive Director

AECOM: Allie Velleca

Introduction:

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that the county can consider for shifting individuals from driving alone with a focus on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**

Montgomery County has a population of 825,000 and sits just northwest of the City of Philadelphia (Philadelphia County) in Pennsylvania. The County has a three-member Board of Commissioners. There are scores of major employers and industries that have chosen Montgomery County to locate and expand. Within 487 square miles, it has award-winning trails and parks, including Valley Forge National Historic Park. There are also countless locations to shop, take in a show, or enjoy a wide range of food. The Transportation Authority, consisting of nine members appointed by the Montgomery County Commissioners, addresses transportation improvement issues on county-owned roads, bridges, and trails.

It houses a very active Transportation Management Association - the Greater Valley Forge (GVF) TMA. GVF, founded in 1990, is a not-for-profit organization created to advocate and promote a viable transportation network for the region's economic vitality. To maximize awareness and develop sustainable support, they partner with public and private entities. The GVF 2019 Annual Report states they have been working in coordination with the King of Prussia Rail Coalition to increase transit service in the area. In partnership with Lower Merion Township they received a Transportation and Community Development Initiative (TCDI Grant) supporting TDM strategies being incorporated into land use approvals. They drafted a potential ordinance and received a US 422 myway.com grant which created a one-stop shop of TDM resources.

- **Service area**

There are 35 townships and boroughs in Montgomery County; the largest townships include Lower Merion, Abington, Cheltenham, Municipality of Norristown, Upper Merion, Horsham, Upper Dublin, Lower Providence, Montgomery, and Upper Moreland.

- **Population served**

Montgomery County covers 487 square miles and is the third most populous county in Pennsylvania; it is home to more than 820,000 residents.

- **Core service(s) or objectives**

The Planning Commission's mission from the website states, "The mission of the Montgomery County Planning Commission (MCPC) is to strive to maintain and improve Montgomery County's quality of life by promoting sound planning, strengthening the transportation network, supporting healthy and prosperous communities, and working to create vibrant places and protect natural and historic resources."

SOV Reduction:

- **Can you tell me about Montgomery County's approach to SOV reduction?**

Andrew has an ecology degree and is the bicycle/pedestrian lead. Unlike most counties in Pennsylvania, they maintain 76 miles of roadways and 111 bridges. The majority are maintained by PennDOT, whose regional office is only four miles from their area.

They have adopted a Complete Streets policy, support the GVF TMA that serves Montgomery County and the national park, and the Partnership TMA in the northern part of the county. GVF is the larger organization serving more pharmaceutical and technology companies like GSK and Vanguard. Pennsylvania is still a relatively cheap place to live in comparison to other big cities like Chicago and New York City, and they boast a good culture that brings in big companies and employees who appreciate the quality of life.

- **How important is [SOV reduction] in the region? Why?**

It is in the county plan, *Montco 2040: A Shared Vision* to improve quality of life.

Congestion plays a big role; PennDOT is not flush with cash, and they have an older roadway network with a lot of geographic restrictions. For example, for the Turnpike into Downtown Philadelphia – they cannot widen, they cannot build out of it, and houses were built up against roadways 150 years ago.

- **Where does it fall in priorities?**

The plan is divided into three themes: connected communities, sustainable places, and vibrant economy. Transportation goals are woven through all three themes, but specifically with connected communities the second goal in the plan behind collaboration and coordination is to “Improve transportation quality and expand options for county residents and workers.” This is important because many residents and workers, particularly young ones, want options other than cars to get to work. Only 8.1% of county residents walk, bicycle, or take public transit to work, and 83% of county residents are in less walkable areas. Other goals include improving transportation access to businesses because daily commute times have increased more than 20% from 1990 to 2010 and transportation convenience and access is a major driver of economic development.

- **Are there formal local / regional plans specifically to address [SOV reduction]?**

In addition to the *Montco 2040 Plan*, they have their Complete Streets policy and their bicycle/pedestrian plans.

For cycling, the plan is transportation oriented and recognizes that streets help people get from point A to point B and help people get to businesses and their preferred destinations. The walking plan provides more guidelines for walking around schools, connections with transit network, and how to get to transit safely.

There are also plans for TOD in Lower Merion (where the main line connects to Philadelphia).

- **Do you have specific [SOV reduction] goals?**

No, and there is no specific goal in the county plan.

- **How are [SOV reduction] measures funded?**

Funding comes from state grants through PennDOT, Economic Development initiatives, and even the Department of Natural Resources for a trail grant. Their former Planning Director is now the head of PennDOT, which has helped with coordination and prioritization of projects.

There are also many grant opportunities for TDM – one funded from their General Revenue and one from vehicle registration fees that set aside funds for transportation projects. The county does not provide funding to the TMAs, but they pay membership fees to GVF.

- **What is Montgomery County's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**
It is a 50/50 partnership with PennDOT.
- **Are there other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?**
SEPTA, PENNDOT, TMAs, and Townships.
- **Is the effort spread across multiple entities or centralized?**
Spread across multiple entities.

Specific SOV Reduction Measures:

- **What are the primary [SOV reduction measures] being carried out locally?**
Transit, trails, and employer analysis.

Describe the measure	Transit ridership on SEPTA
Primary goal	Increasing bus ridership, more efficient routes, and greater utilization of the existing service.
Targeted audience/user	Anybody with a job or students, but the core demographic is those who live in the suburbs.
Resources/cost/funding	State & federal dollars.
Impacts/outcomes (effectiveness)	In county it's hard to describe – it is utilized, but more frequent regional rail service is needed.
How is it monitored/measured	Ridership counts by SEPTA.
What data is collected	Traditional transit data.
When did it start	1965

How long will it go (future plans)	Future plans include a big project pushing service to King of Prussia Mall and it is positioned as a TDM measure to reduce traffic and provide more travel options.
Coordinating agencies	Pottstown Area Rapid Transit (PART) receives some operational funding from Montgomery County and TMAs promote using transit.
Role your agency plays	Coordination
Role other agencies play	Coordination and operation.
Overall satisfaction	N/A
Lessons learned/challenges	Supporting multi-modal trips for bicycle riders to park at transit and travel with bicycles.

Describe the measure	Trails There are not effective measures in place, but trails are important (separate from bike plan to integrate with trail program). They believe the best trails in the country run through the county with over 1,000 people on them per day for recreational use and commuting.
Primary goal	Recreational use, but the county wants trails to be part of the transportation network and used as a viable way to commute to work.
Targeted audience/user	Anyone
Resources/cost/funding	State grants.
Impacts/outcomes (effectiveness)	Yes, they are effective, but it has become an issue now with traffic management. The Delaware Valley Regional Planning Commission (DVRPC) is doing trail counts.
How is it monitored/measured	Trip counters.

What data is collected	Trip counts.
When did it start	1990s
How long will it go (future plans)	Expansion of trail network is called out on in the county plan and they are also installing permanent counters which is an indicator of future expansion of the trail network.
Coordinating agencies	Department of Conservation and Natural Resources (DCNR), local communities, local bike coalition.
Role your agency plays	Planning
Role other agencies play	Funding and coordination.
Overall satisfaction	A statement heard from the public: "This is the best use of my taxpayer money."
Lessons learned/challenges	<p>Scooters or e-bikes are not forbidden to use on county-owned trails, but they are considering speed limits on the trails.</p> <p>They have a trail etiquette problem with the very experienced cyclists not interacting appropriately with other trail users.</p>

County Perspective:

- **County Peers: The Lake County DOT is leading this research – as a peer county, can you provide insight on how / why you feel county-level support is important in [SOV reduction]?**

Andrew is passionate about cycling, and the County is a good scale to do this type of work. Additionally, county-owned roadways are usually most ideal for long stretches of bike lanes – to get from community to community.

- **What other agencies have been instrumental in program development and implementation?**

DVRPC and bike coalitions.

Other:

- **What characteristics are unique to your service area that influence SOV reduction/TDM efforts?**

The topography in Montgomery County is not flat which makes active transportation challenging.

- **Is there anyone else that you would recommend that we speak to?**

The TMAs & his boss, Matthew Edmond, and Mark Kassel at SEPTA.

- **What are the existing or anticipated impacts of COVID-19?**

Their County Commission Chair knows the importance of remaining active and has not closed trails; because of the heavy use they now have traffic management issues on the trails. There is also a lot more telecommuting and they hear the same message from the TMAs. For the county employees, they will likely not continue working from home full-time, but it could work for a couple days a week. Transit will likely be hit hard, and they fear the increase in telework will negatively impact transit use.

GVF Overview:

GVF works with employers by looking at their sites and developing trip plans based on origin analysis and knowledge of the existing infrastructure and amenities. The biggest challenge is that all employers are very different (they target large employers). They also partner with tourism groups as transit extensions; for example, they can provide access to more sites like retail and national parks. Another example is the Fort Washington office park that was largely empty and an eyesore. While working to revitalize the office park, the property owner asked for grants for roadway improvements to spur economic development. GVF approached them to do a TDM plan and found out that road ramps would cost \$100M, but only would solve 10% of their problem. Instead, they worked to enhance the trail and pedestrian network (using grants from the Department of Public Health). They are also working to create better connections with the closest rail station and are looking at autonomous shuttles. The property owner is also looking at the ability to add residential and retail (rezoning required) to complement the office. The Lower Merion ordinance project would require each employer to develop a TDM plan and they will be fined if they do not do it.

- **Core Services**

The core service is planning and analysis for employers to reduce SOV commuting. Additionally, they look at congested corridors for opportunities to reduce SOV travel. They recently started a task force to look at development for BRT along a corridor that

had regional rail (disappeared in 80s). The task force includes consultants, chambers, and economic development groups. While it would cost billions of dollars to bring rail back, they feel strongly that BRT is feasible. They have also conducted some economic impact analyses. This work influenced the MPO to amend the corridor study to model BRT along that corridor. GVF works as a convener and is successful because they are a non-threatening entity working to help the community be as viable as possible.

- **How are you funded?**

GVF charges employers a membership fee and then charges additionally for higher levels of analysis. An example is Vanguard, who is a member headquartered in their area and is represented on their board. Vanguard manages their own shuttle system and hired GVF to analyze it and create efficiencies for them. Additional funds also come from their subconsultant contracts with engineering firms to conduct public involvement for DOT projects & campaigns.

Normally, they host four large events a year for members to focus on different aspects of TDM including a state of the industry and an awards event. They have moved things online hosting Zoom meetings with guest speakers including state representatives talking about the Cares Act, the DOT Director, Chamber CEO, and regional transit manager. Programs are traditionally focused on congestion, but they are expecting a dramatic decrease in congestion. They also expect more SOV travel and less transit use. The high levels of unemployment will likely move the peak for congestion to after hours. They are already talking to companies with 500 employees and 300 parking spaces who will need strategies. Conversations with employers are also addressing that we are teleworking in the traditional sense and more employees are experiencing burnout (and are not necessarily more productive). Employers are also concerned about the long-term impacts of COVID-19 as people will not be taking vacations and sick leave which could impact employee mental health.

- **Specific SOV reduction goals**

GVF does not have specific SOV reduction goals. The MPO could put them in place, but GVF has no control over development. With the companies, they have specific targets and can measure the formation of new carpools, shuttle ridership, and other data to quantify program success.

However, based on our existing conditions, now is the time to put something in place. With a potential vaccine in the next two years, and the economy rebounding after six years from now, the question will be what do we want to see commuting and congestion look like in 10 years.

- **What are the primary [SOV reduction measures] being carried out locally?**

Describe the measure	Individual analysis of employers
Primary goal	To obtain census data for O/D mapping to identify trends and opportunities at employer worksites.
Targeted audience/user	Large employers.
Resources/cost/funding	Membership fees.
Impacts/outcomes (effectiveness)	Identify modes to promote blending with what we know about their corporate culture to figure out how they could reduce SOV commuting.
How is it monitored/measured	Either through the rewards system check-in or ridership on shuttles.
What data is collected	Travel modes for work trips.
When did it start	1990
How long will it go (future plans)	Employer analysis is the core service and will become more critical during the COVID-19 pandemic as long as they have buy-in at the c-suite level.
Coordinating agencies	Just employers and sometimes transit agency.
Role your agency plays	Lead
Role other agencies play	Coordination
Overall satisfaction	It varies by employer, but it is really nice that for the Fort Washington TDM study, GVF got to know employers in the process, converted them to members of the TMA, and now those employers are engaged members of the bike/ped task force they have created.
Lessons learned/challenges	You have to have a constant line of communication with employers, have more than one individual as your point person, and make transportation a priority through education on what is going on with other employers in the region and nationally.

Lake County DOT – SOV Reduction Study

Peer Interview 4/24/2020

Denver Regional Council of Governments

Denver, CO

Attendees:

DRCOG: Emily Lindsey, AICP Transportation Technology Strategist

AECOM: Allie Velleca, Kristin Slaton

Lake County: Michael Klemens

Introduction:

- The Lake County Division of Transportation has a study underway to explore opportunities to reduce single occupant vehicle, or SOV, travel.
- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that the county can consider for shifting individuals from driving alone with a focus on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**

Denver Regional Council of Governments (DRCOG) is a council of governments, functions as a regional planning commission, and serves as the MPO for the region. DRCOG has 58 participating member governments and each has an elected official as its representative at the Board table. In addition, the governor appoints three non-voting representatives to the Board and Regional Transportation District (RTD) has a non-voting representative.

Today, through DRCOG, more than 50 local governments are represented in a continuing, cooperative, and comprehensive transportation planning process for all modes of transportation in the region along with the Colorado Department of Transportation (CDOT), the RTD, the Regional Air Quality Council, and others.

Way to Go is a regional partnership between DRCOG and a dedicated group of Transportation Management Associations (TMAs). They work together to reduce traffic congestion, improve air quality, and make life better for the region's residents. Formerly known as RideArrangers, they have been promoting better commuting options for

employers and individuals for more than 30 years. Way to Go is funded by the U.S. Federal Highway Administration, through the Congestion Mitigation and Air Quality Program (CMAQ). The federal funds are awarded to DRCOG through Colorado Department of Transportation (CDOT). CDOT distributes the funds, contracts with all grantees, and monitors how the funds are used.

The TMAs serving Denver Metro Region include 36 Commuting Solutions, Boulder Transportation Connections, Denver South TMA, Downtown Denver Partnership, Northeast Transportation Connections, Smart Commute Metro North, and Transportation Solutions.

- **Service area**

The agency serves the following counties: Adams, Arapahoe, Boulder, Broomfield, Denver, Clear Creek, Douglas, Gilpin, and Jefferson. TMAs serve their specific geographic areas and Way to Go covers the remaining service area.

- **Population served**

The population served is about 3,000,000 according to the Metro Vision plan with an expectation to grow to 4,400,000 by 2040.

- **Core service(s) or objectives**

Agency mission statement: The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

- Transportation and Personal Mobility
- Growth and Development
- Aging and Disability Resources

SOV Reduction:

- **Can you tell me – big picture – about DRCOG's approach to SOV reduction?**

The Metro Vision Regional Transportation Plan (MVRTP) highlights key metrics to reduce SOV travel and the focus on the work trip because it is easiest to track. Their baseline non-SOV rate is 25.1% (2014) and the 2040 goal is 35%. Additionally, they call out goals in the plan for percentage reductions in daily VMT per capita, average travel time variation (peak vs. off-peak), and surface-transportation related greenhouse gas emissions per capita.

In their Operations Division, they provide planning support through the MVRTP, in modal plans, active transportation plans, and TDM planning. The TDM-specific outreach group is within their Communications and Marketing division which conducts front-facing consumer outreach in addition to eight Transportation Management Associations (TMAs) in the region.

- **How important is SOV reduction in the region? Why?**

It is important as their region deals with population growth, congestion, and air quality concerns. SOV travel also provides a tangible way to look at other measures like travel time and reliability which are also very important. Transportation and SOV reduction is a politically agreeable topic for people to get behind in their region even though some areas are more progressive like Boulder and Denver, compared to Arapahoe which is less progressive.

- **Where does it fall in priorities?**

Transportation options and SOV reduction is a means to multiple civic goals including combatting congestion, air quality, improving quality of life, and safety.

- **Primary motivation for supporting / implementing SOV reduction measures?**

Their congestion reduction and air quality concerns were the basis for putting together the Way to Go team and providing TDM support in the region.

- **I saw your Metro Vision RTP and Air Quality Planning & Congestion Management Process pages detailing strategy. Are there other formal local / regional plans specifically to address SOV reduction?**

There are a lot of plans that feed into the Metro Vision Plan, which serves as the overarching plan to guide all frameworks in the region.

- **Do you have specific SOV reduction goals?**

Yes, 35% non-SOV travel to work in 2040 up from 25.1% baseline from 2014. There are other organizations like the I-70 Coalition working to reduce non-work trips and setting goals specific to the mountain corridor.

- **How are SOV reduction measures funded?**

Way to Go is CMAQ-funded and other TDM efforts are funded through the Transportation Improvement Program (TIP), in-kind contributions from CDOT, and other partner TMA agencies. Seven of their eight TMAs receive DRCOG funding (TMA has to be operational for two years before they are eligible to receive funding of \$80k-\$100k a year). To receive the funding, the TMAs have to support the regional TDM efforts, use the online platform to

track trips, support the Go-Tober employer challenges and Bike to Work Day, and each TMA has their own individual goals they are working towards.

- **What is DRCOG's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**

It is a team effort between DRCOG, the regional air quality council, TMAs, and individual local governments. Also, the state DOT has a TDM program and supports transit agencies, which all have their own outreach efforts and other stakeholders involved.

- **Are there other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?**

See above.

- **Is the effort spread across multiple entities or centralized?**

Spread across multiple entities. They centralize where and when it makes sense and coordinate as needed. Some organizations have more ambitious goals because certain areas can achieve them based on the political climate and access to amenities.

Specific SOV Reduction Measures:

- **What are the primary SOV reduction measures being carried out locally? Which of these measures do you feel are the most important?**

Describe the measure	Employer outreach + partnership program
Primary goal	Depending on the time of year and staffing, the goal is to contact large employers in the areas not served by TMAs.
Targeted audience/user	They target employers with 100+ employees but work with smaller employers as needed. They also coordinate with community groups.
Resources/cost/funding	CMAQ
Impacts/outcomes (effectiveness)	Effective enough to use data out of logging database to report benefits to the region.
How is it monitored/measured	They leverage the data out of their ridematching and logging tool to see the number of trips tracked and the successful carpool matches, and they report the air quality benefits.

	They also conduct surveys throughout the year to track quantitative and qualitative benefits of non-SOV travel.
What data is collected	Surveys of travel use & tracking trips in the ridematching and logging online tool.
When did it start	Unsure of how long ago, but it has been around for a while.
How long will it go (future)	Will continue as far as they know.
Coordinating agencies	Chambers of commerce and local business improvement districts.
Role your agency plays	Denver is a big region, so with the multiple TMAs and the outreach team for Way to Go, they coordinate to avoid overlap.
Role other agencies play	Coordination
Overall satisfaction	They feel like they can always do better. It is a continuous process in building relationships with employers and they experience changes regularly.
<i>Lessons learned/challenges</i>	Always garner input from the outreach, focus on relationship-building, and create good resources to support the outreach team.

Describe the measure	<p>TDM TIP Set-Aside projects.</p> <p>They are cognizant of their funding decisions and seeing more and more funding going towards multi-modal projects. The DRCOG Board finds TDM important as they support community mobility and planning, the bike ambassador program and travel training, for example.</p>
Primary goal	To reduce SOV travel, reduce traffic congestion, improve air quality, pilot new TDM approaches, and improve awareness and access to mobility options.

Targeted audience/user	Project sponsors must be eligible to be direct recipients of federal transportation funds. These include local governments, governmental agencies and nonprofits.
Resources/cost/funding	The money historically has been CMAQ-funded but will come from STBG in the next cycle. The 2020-2023 funds for TDM non-infrastructure projects is \$1.8M.
Impacts/outcomes (effectiveness)	Projects are historically CMAQ-funded so they do conduct evaluations based on CMAQ requirements.
How is it monitored/measured	Through CMAQ evaluation criteria.
What data is collected	SOV reduction outcomes and emissions reductions.
When did it start	It has been around at least four different TIP cycles.
How long will it go (future)	Pretty consistent and funding has been increasing over time.
Coordinating agencies	Non-profit organizations who are not eligible for funding but will work or benefit from the project.
Role your agency plays	Funding
Role other agencies play	Coordinating and implementing the projects.
Overall satisfaction	The board keeps funding the effort despite the tricky estimates with CMAQ evaluation.
Lessons learned/challenges	Evaluation is always a challenge.

Non-County Peers:

The Lake County Division of Transportation is leading this research – what role has the county (or counties) played locally in SOV reduction efforts?

- **What resources would you think county government could provide to support SOV reduction efforts?**

Working with MPO, DOT or planning organizations is important. They have funds available to support these efforts. Stay engaged in the process as counties can apply for multi-year projects using federal transportation funds. And the ability of TMAs to build partnerships

with people has been interesting. With an outreach team at the ready and available to conduct education externally, the outreach team can be the short-term implementers of long-term plans. When the opportunity arises, work to build cross-divisional teams.

Other:

- **What characteristics are unique to your service area that influence SOV reduction efforts?**

They have experienced wild population growth; the land use regulations vary and DRCOG has no regulatory influence. However, there is a positive long history of working together to solve problems. They work towards shared goals and include everyone in the planning processes.

- **Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?**

We have a good opportunity to rethink right of way and how people move. Carpool and vanpool matching are difficult without technology. And technology gives an opportunity to look at the meaning of curb space and how we interact with it.

- **Any advice or lessons learned for Lake County as they explore SOV reduction programming?**

Hone your vision across teams. When everyone is on the same page, and you know where your unique slice fits in and how your work contributes to the whole, that is more powerful. Also, surveys are a good evaluation tool. And sharing the inter-disciplinary knowledge provides good perspectives for pilot projects.

- **Impacts of COVID-19?**

No one knows what will happen, but from our survey work with employers, they were not prepared to transition to remote work and they still have needs for toolkits, policies, products, and best practices to enhance their remote work arrangements and keep them successful. We also anticipate more active transportation demand as it is perceived to be safer and more comfortable during these unknown times.

Additional Conversation Points:

- Denver's SchoolPool program has won some national awards and focuses on getting kids to and from schools. They work directly with schools, communicate with districts, and coordinate with employer contacts and the Safe Routes to School program. This program is CMAQ-funded and part of the Way to Go outreach team.

- The carpool and vanpool matching services are provided via the My Way to Go platform which is powered by RideAmigos.
- Mike asked about their GRH program, which they fund as insurance for people using commute options to get to work. This program is complimentary through the vanpool program, but employers can pay an additional fee to offer it with the EcoPass program. Mike referenced the TMA in the southern part of county and their shuttle operations. GRH could be low-hanging fruit to implement there.

Lake County DOT – SOV Reduction Study

Peer Interview 4/24/2020

Baltimore County

Headquarters: Towson, Maryland

Attendees:

Metropolitan Council: Samuel Snead, Lead Transportation Planner

Metro Strategies: Arlinda Bajrami, Jill Ziegler

Lake County: Michael Klemens, Darrell Kuntz

Introduction:

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- We are conducting a series of peer interviews to collect information and best practices from comparable agencies in other areas around the country.
- The goal of the study is to identify cost-effective strategies that Lake County can consider for shifting individuals from driving alone, focusing on the work commute trip.
- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**

Baltimore County Government's Department of Public Works (DPW) is the overarching agency. The Bureau of Traffic Engineering and Transportation Planning (TETP) is housed within DPW and includes the Transportation Planning Unit.

The agency received a capital grant, known as the Grants for Buses and Bus Facilities Program, from the Federal Transportation Administration (FTA) to fund its first fixed route line. The project is still on schedule even with COVID-19 delays and will be moving forward. The intent is to have buses operational by Fall 2021.

The agency's general manager will manage two sections of transit:

- County Ride, Demand Response
- Fixed Route Lines (two lines will operate within the county)

- **Service area:**

Baltimore County is heavily serviced by Maryland Transit Administration (MTA), the state's transit agency, which falls under the Maryland Department of Transportation (MDOT). Bus

lines traverse from Baltimore County to the City of Baltimore, supporting commuters to Baltimore as well as some reverse commuters. There are two light rail lines and the Maryland Area Regional Commuter (MARC Train Service) that go to Washington, D.C.

County Ride crosses Baltimore County into the City of Baltimore to drop off people who need specialized health treatments in the City of Baltimore at different health facilities.

- **Population served:**

828,000 residents

- **Core service(s) or objectives:**

The Transportation Planning Unit's mission is to optimize the transportation system for end users by:

- Providing information on County transportation options and services
- Planning multimodal mid- to long-range transportation and transit operations
- Developing and managing grants
- Monitoring transportation conditions
- Envisioning the future and identifying emerging issues
- Developing and analyzing appropriate solutions in cooperation with the community-at-large and policy makers
- Maintaining the County's transportation data
- Representing the County on various metropolitan task forces

DPW's Transportation Planning Unit handles all street maintenance of county roads, such as paving and bridge design. Additionally, there is a bicycle/pedestrian subcomponent that operates under MDOT's guidance. The agency is updating a long-range master plan, has an annual transit plan, and is working on a transit development plan that is completed every five years. The current transit development plan will be completed by the end of 2020.

SOV Reduction:

- **Baltimore County's approach to SOV reduction:**

- **How important is SOV reduction in the region?**

TETP is a member of the Congestion Mitigation Committee for the Baltimore Regional Transportation Board. TETP works with the parking agency on parking coordination that aligns with SOV reduction. Baltimore County has coordinated with the Conservation Department to add charging stations and partnered with Baltimore Gas and Electric (BGE). The County wants to increase transit capabilities.

The Maryland Area Regional Commuter train (MARC) provides service to Washington, D.C. TETP is exploring micro transit as a public-private partnership (PPP). TETP works with the Chamber of Commerce and business groups to add last-mile transit for employees or for local trips during employees' lunch hour.

TETP coordinates an asphalt bicycle path program and works with the GIS department to identify potential bicycle lanes when roads are repaved.

- **Where does SOV reduction fall in priorities?**

There is more success in SOV reduction in highly dense areas. Baltimore County faces geographic constraints, such as a small beltway that wraps around the County cutting through several other counties and the City of Baltimore. This does not allow for a good east-west transit component; however, TETP is now working with MTA to add another transit service that would be more optimal, such as a fast bus service. Even if TETP and MTA implement an east-west service through the City of Baltimore it would be slowed down because of its density.

- **Primary motivation for supporting / implementing SOV reduction measures?**

Congestion is the primary motivation. There are transit subsidy programs for Baltimore County employees that the Human Resources Department offers to help reduce SOVs. TETP has asked MDOT in their MTA division to meet with the Chamber of Commerce to teach them how to establish a Transportation Management Association (TMA) and how they can add transit subsidies into their employee benefit programs. The Baltimore Regional Transportation Board (BRTB) provides these instructions and guidelines.

One of the roadblocks TETP faces is the easily accessible free parking throughout the region. Also, Baltimore County has not achieved sufficient density to persuade commuters to utilize public transit, except for in the City of Baltimore, which has a dense urban core. Most businesses also offer free parking because they typically do not reach capacity.

- **Are there other formal local / regional plans specifically to address SOV reduction?**

The Central Maryland Transportation Plan, which is ongoing, has multiple stages, including identifying issues within Baltimore County and surrounding counties, goals, and mitigation projects. The final stage will be implementing projects with regular monitoring to determine which projects best achieve the Plan's goals.

The neighboring counties receive a different set of funding through the Metropolitan Washington Council of Governments, which results in an abundance of rail access due to

their proximity to Washington, D.C. and its federal workers. Baltimore County is more reliant on bus service, in addition to the light rail lines and the regional MARC rail. Baltimore County may be as large as its neighboring counties, but its eligible funding is based on population and preexisting services. Since Baltimore County does not have similar services to its neighboring counties, it has been harder for the County to justify an increase in funding. In 2020, Baltimore County requested more state funding since it is adding fixed route services, which shows growth in the local transit system.

Baltimore County is currently in the process of updating its 2006 Bicycle and Pedestrian Plan to expand facilities and accommodate new technology.

- **Do you have specific SOV reduction goals?**

Not discussed.

- **How are SOV reduction measures funded?**

Traffic impact studies are required for new developments, depending on the size. Recommendations for traffic mitigation are made based on the studies, including adding more pedestrian friendly options and mobility hub components. Mobility hubs connect different travel options, including walking, bicycling, transit, and shared mobility for short trips throughout a community.

- **What is Baltimore County's role in SOV reduction efforts in the region – leading agency, stakeholder, implementation, operations, etc.?**

MDOT and Baltimore Regional Transportation Board (BRBT) are the lead agencies for SOV reduction on regional roads. Baltimore County focuses on reducing congestion on county roads.

- **Who are the primary stakeholders / partners involved in the delivery / implementation of the SOV reduction measures in the region?**

Owings Mills (an unincorporated area in Baltimore County) is served by buses and a light rail line which has its own business forum and performed its own transit study. This business forum purchased several shuttle buses to service the business area. The employment center would like a more on-demand micro transit option. The area's walkability is not ideal, so employees use shuttles at lunchtime to access food and retail establishments from the offices.

Other growing areas are requesting PPP or to fund their own micro transit options, so TETP is asking them to add a TMA or a transportation subcomponent to their businesses through the forum or chamber. This will help communities devise a plan to address transit

issues that their employees face. TETP is hopeful because density is growing in these areas, so they can add micro transit or shuttles.

For example, TradePoint Atlantic, a large developer in the county's southeastern region with Wal-Mart, Under Armour, and Amazon facilities, has partnered with MDOT and the University of Maryland (UMD) to add an automated shuttle. They also self-funded a heated transit stop that provides shelter for the employees. This project is suspended due to COVID-19 but will start again in a few months.

- **Is the effort spread across multiple entities or centralized?**

Multiple entities.

- **How do neighboring jurisdictions interact / coordinate?**

Neighboring jurisdictions coordinate to ensure service across boundary lines.

Specific SOV Reduction Measures:

- What are the primary SOV reduction measures being carried out locally?

County Ride: The program provides specialized transportation services to Baltimore County residents 60 years of age or older, persons with disabilities ages 18-59, and rural residents of all ages. The County currently has 25 vehicles.

Bicycle/Pedestrian Planning: Currently, TETP is updating its Bicycle/Pedestrian Plan and wants to establish transportation improvement and mitigation area plans, which will be either subdivided by electoral districts or Transportation Analysis Zones (TAZs) to address specific area needs.

Fixed Route Shuttle Service: The intent is to add 12 vehicles to serve the two routes.

Describe the measure	Bicycle/Pedestrian Planning Coordinated by the Pedestrian Bicycle Advisory Committee (PBAC). The Chair identifies plans and projects; Baltimore County designates funding in the budget and submits to the Transportation Alternatives Program (TAP) or bikeways program through MDOT for further design or for capital funds to build the project. Roadway speed,
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	width, and general level of comfort determines whether a sharrow, shared bikeway signs, or an actual bicycle lane is used on the road.
Primary goal	Provide additional bicycle/pedestrian options.
Targeted audience/user	Targeted users are recreational. There is a very small bicycle commuting population of about one percent. All bicycle share programs were halted due to COVID-19.
Resources/cost/funding	Capital funds through MDOT.
Impacts/outcomes (effectiveness)	Not discussed.
How is it monitored/measured	An Americans With Disabilities Act (ADA) analysis is performed on the roadway system and updated on a regular basis. An analysis of pedestrian level comfort is also conducted. They maintain these spatial records in their GIS department.
What data is collected	Data regarding the type of user is collected. GIS data is used when a roadway or intersection is redesigned to make it safer and more comfortable for commuters.
When did it start	Not discussed.
How long will it go (future plans)	Updating Bicycle and Pedestrian Plan.
Coordinating agencies	<p>Bicycle advocacy group meets regularly with BRTB for regional bicycle and pedestrian projects which link to different areas of the state. For example, Patapsco Trail runs through Howard County and Baltimore County, leading to the Guinness Brewery.</p> <p>The GIS department keeps the Bicycle/Pedestrian Plan updated. The Roadway Maintenance Chief determines which roadways are being repaved and which will be remarked with bike lanes.</p>
Role your agency plays	Lead.

Role other agencies play	Coordination.
Overall satisfaction	Not discussed.
Lessons learned/challenges	Biggest challenge is lack of preponderance of bicyclists. Bicyclists on roadways are not generally accepted, depending on the density of the area. Support and coordinate with private groups who build their own trails, such as the Rails-to-Trails Conservancy.

Describe the measure	County Ride
Primary goal	County Ride users need to register, then dial and request the service. The service is set up 24 hours in advance for non-urgent trips. There is an ongoing set service for health appointments. Trips typically cost \$3.00, which goes toward operating budget but does not fully fund it. The service has added an Uber dashboard that provides supplementary service when there is an overage of requests for Uber-eligible riders who do not require additional assistance and individuals who are not apprehensive about utilizing Uber.
Targeted audience/user	Elderly and people with disabilities.
Resources/cost/funding	\$2-3 million annual budget. 25 drivers and 25 active vehicles.
Impacts/outcomes (effectiveness)	Providing on-demand day-of service is challenging.
How is it monitored/measured	Uber provides data from trips to be analyzed. Currently, Trapeze software is utilized which tracks trip destinations and is being enhanced for fixed route and on-demand service. TETP would like to add a non-cash fare system and migrate to a web-based application (app) or tap card-based system for County Ride and fixed route service.

	MTA has an app for which TETP would possibly sign an agreement to utilize their app which will allow commuters to cross modes easily.
What data is collected	Destinations (to and from).
When did it start	Not discussed.
How long will it go (future plans)	Program is currently being enhanced.
Coordinating agencies	Uber, Federal Transportation Administration (FTA), Baltimore Regional Transportation Board (BRTB) Metropolitan Planning Organization (MPO)
Role your agency plays	Lead agency.
Role other agencies play	Other agencies bridge the gap to provide on-demand service.
Overall satisfaction	Providing on-demand day-of service is challenging.
Lessons learned/challenges	Uber/Lyft work well and Baltimore County is trying to bridge the gap between the \$3.00 subsidized ride and the true cost of the service. Currently, the County is working to propose legislation that would match the County's capability of collecting a portion of a fee from the rideshare companies. Their hope is to add this collection of fees to subsidize the County Ride program as well as other transit initiatives within the county.

County Perspective:

- The Lake County DOT is leading this research – as a peer county, can you provide insight on how / why you feel county-level support is important in SOV reduction?**
 One of the key components to expanding transit, reducing SOVs, encouraging use of vehicles that do not cause greenhouse gas emissions, and performing bicycle/pedestrian outreach is obtaining community and Chamber of Commerce buy-in. Performing proper outreach before implementation, identifying the problem, performing a study, and developing a design plan will effectively solve the problem of lack of buy-in. Plans need to be constantly monitored and improved. The County should survey after projects are

implemented to measure success of the projects. Community engagement is a key piece as projects are not just data-driven.

- **What other agencies have been instrumental in program development and implementation?**
Not discussed.
- **Any advice or lessons learned for another county embarking on similar efforts?**
It is helpful to identify different areas within the county and establish committees representing different interests. Local community knowledge and needs are crucial to addressing community needs.

Other:

- **What characteristics are unique to your service area that influence SOV reduction efforts?**
Not discussed.
- **Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?**
New apps are being considered and partnerships with Uber/Lyft are ongoing. A Transportation Oriented Development (TOD) toolkit will be provided to developers regarding transportation alternatives, including mobility hubs, micro transit, transit shelters, and electric charging stations. This is intended to provide options to mitigate new developments and serve the community and business patrons.
- **Any advice or lessons learned for Lake County as they explore SOV reduction programming?**
Encourage transit growth and coordinate with the transportation planning agency to have a grant component and involve the private sector with partnerships. Transit often is not considered first, because people assume roads will always be there. Find different ways to fund projects, such as tax increment financing (TIF) districts.
- **Is there anyone else that you would recommend that we speak to?**
Not discussed.
- **How is COVID-19 currently affecting your efforts?**
All bicycle share programs were halted due to COVID-19.
- **Did we miss something that you think is important to include in our notes?**

Darrell Kuntz – *What is Baltimore County's role with connecting land use planning and encouraging developers not to create seas of parking lots? In Lake County, the municipalities govern their own boundaries.*

Baltimore County is adjacent to Baltimore and does not contain municipalities. Baltimore County manages all development applications. Baltimore County faces the same issues since its County Board can decide not to implement recommendations. In the denser areas, parking restrictions come into play which controls how developers build parking. When surface parking lots change to parking garages, Baltimore County can play a role in how many spaces are provided. Baltimore County's revenue authority can impact parking charges.

Are developers open to smaller parking lot requirements? Are they pleased to not offer as many parking spaces?

One developer applied for high density residential with several hundred people and wanted to provide 40 parking spaces and several transit alternatives. The development was not approved because alternatives were not feasible. Some developers create parking lot deserts without providing transit connectivity, and others engage and want a TOD designation. There is a lot of variation and the tide appears to be turning as the population shifts with more of a desire to enhance transit.

Lake County DOT – SOV Reduction Study

Peer Interview 5/1/2020

Arlington County Commuter Services

Arlington, VA

Attendees:

Arlington County: Jim Larsen, Bureau Chief

AECOM: Allie Velleca

Lake County: Michael Klemens, Darrell Kuntz

Introduction:

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- We are interested in learning what your agency is doing to promote trip reduction or SOV reduction, which could involve a broad range of activities, including planning elements, policy development, transportation demand management (TDM) measures, along with emerging trends in mobility.

Agency Overview:

- **Type of agency / department**

Arlington County is in the Commonwealth of Virginia, situated in Northern Virginia directly across from the District of Columbia. Arlington is a world-class community and tourist destination located just five miles from the heart of the nation's capital. It's the geographically smallest self-governing county in the U.S., occupying slightly less than 26 square miles. Arlington maintains a rich variety of stable neighborhoods, quality schools, and enlightened land use, and received the Environmental Protection Agency's highest award for Smart Growth in 2002. The county offers 52 miles of multi-use off-street trails.

CommuterPage.com® is presented by Arlington County Commuter Services (ACCS), a bureau of the Arlington, Virginia Department of Environmental Services.

CommuterPage.com is designed to encourage the use of mass transit, carpooling and vanpooling, bicycling, walking, teleworking, and other alternatives to driving alone in the Washington, D.C. area. CommuterPage.com provides an overview of transportation options throughout the area, with a particular focus on Arlington.

Arlington is nationally recognized for land use planning that emphasizes public transportation, bicycling, and walking. The work of ACCS to promote the use of Arlington's excellent transportation system has earned numerous national awards from TDM organizations for leadership, innovation, use of technology, customer service, and marketing. ACCS was established in 1989 (then called the Commuter Assistance Program, or CAP) to promote and facilitate the use of transportation modes other than single-occupancy vehicles. This work is known as Transportation Demand Management (TDM). ACCS serves people who live, work, or play in Arlington by providing programs and services to make it easier to get around without a car.

- **Service area**

The county is 25.8 square miles.

- **Population served**

The population served is about 226,400 from the County Planning Division estimates in 2019. Their population forecast for 2040 is growth up to 301,000.

- **Core service(s) or objectives**

The County vision: *Arlington will be a diverse and inclusive world-class urban community with secure, attractive residential and commercial neighborhoods where people unite to form a caring, learning, participating, sustainable community in which each person is important.*

SOV Reduction:

- **Can you tell me – big picture – about Arlington County's approach to SOV reduction?**

Most counties in Virginia and cities around the country take CMAQ funding and do something with roads. Starting about 15 years ago, Arlington receives about 95% of the \$10M in CMAQ funding to promote different travel options. They have all the tools to support non-SOV commuting including a dense urban area, highest per capita percentage of millennials, progressive communities, and a strong bike community supported by trails. They own the right of way in Arlington so they can control things that others cannot. They support the Metro transit system and operate their own bus system. Arlington has a lot of slugging (informal casual carpooling with strangers from designated locations), and their bike and walk programs are strong, supporting 14 miles of protected bike lanes and their 97 bikeshare locations. Arlington Transportation Partners (ATP) is the B2B employer outreach effort contracted to Destination Sales & Marketing Group. Another organization runs the Commuter Stores, four brick and mortar stores that sell bus passes and offer live

travel assistance. Lastly, Mobility Lab is the research and communications division for the region.

- **How important is SOV reduction in the region? Why?**

SOV reduction is important as they want to reduce miles driven. Arlington is still a nonattainment area and they are part of the Commuter Connections program in the metro DC area that provides a carpool matching system, telework resources through Telework VA!, and data collection from regional surveys. The ACCS program spends money on additional surveys for their region and they have worked with Phil Winters at the Center for Urban Transportation Research (CUTR) to develop an ROI calculator for FHWA; ACCS reports that every \$1 invested in TDM in their region is returning \$8-9 in societal benefits.

- **Primary motivation for supporting / implementing SOV reduction measures?**

Major congestion is the primary driver for their SOV reduction efforts. They also have some articulate citizens who are influential in progressing initiatives in the bike/ped space. They are also motivated to provide as many options as possible (thus their involvement in the micro-mobility space).

- **I saw your ACCS TDM Plan pages detailing strategy. Are there other formal local / regional plans specifically to address SOV reduction?**

They are likely only using that TDM plan but are rethinking everything coming out of COVID-19 in regard to congestion and changing interests towards certain modes.

- **Do you have specific SOV reduction goals?**

No, but measurements are included in grant applications to the state. Behavioral change is hard and takes months and sometimes years. Some measurements like transit ridership are easier, but they tend to focus on serious activity. Champions is their employer recognition program where you earn points for TDM program implementation and it is gaining clout amongst Arlington businesses. They also can set specific measures with site plans and incorporate TDM strategies into those, like the size and amount of bike storage space, for example.

- **How are SOV reduction measures funded?**

CMAQ

- **What is Arlington County's role in SOV reduction efforts – leading agency, stakeholder, implementation, operations, etc.?**

They consider themselves the leader.

- **Are there other stakeholders / partners involved in the delivery / implementation of the SOV-reduction measures?**

Commuter Connections, Chamber of Commerce, Economic Development group out of the county, and quarterly coordination with DRPT and VDOT. They also share information with Alexandria City and Fairfax County on TDM activities. Partnerships exist with the Virginia Transit Association; they are members of Association for Commuter Transportation (ACT) and the Association of Counties in Virginia.

- **Is the effort spread across multiple entities or centralized?**

Spread out, but centralized when it makes sense.

Specific SOV Reduction Measures:

- **What are the primary SOV reduction measures being carried out locally? Which of these measures do you feel are the most important?**

Describe the measure	Employer outreach
Primary goal	To identify strategies that will help companies have happier employers, reduce stress, and get cars off the road. They conduct surveys to establish commuting baselines and recommend TDM strategies for carpool/vanpool and telework, for example.
Targeted audience/user	Worksites with more than 100 employees.
Resources/cost/funding	CMAQ and they apply for grants each year. Some grants have included school grants to help teachers, telework grants, and vanpool grants to help people traveling from Fredericksburg to the Pentagon. They have also used CMAQ funding to retrofit Winnebagos for their mobile commuter stores.
Impacts/outcomes (effectiveness)	The program has proven effective based on the movements of employers through the Champions program.
How is it monitored/measured	They have done studies to apply metrics from surveys and the Champion program that show the program reduces VMT by 18,000 a year.

What data is collected	<p>The data for the Champions program includes implementing programs like bikeshare and vanpools, participating in the promotional events, and investing in strategies that support non-SOV commuting.</p> <p>They have also used FTA and state money to create a calculator to do a short survey and provide users the resulting carbon footprint of their commute.</p>
When did it start	20 years ago.
How long will it go (future)	They have no plans to end the employer outreach program. While it sounds silly to keep doing the same things, they have 15,000 new people every year to their region. That said, you cannot rely on people knowing about your program. They will continue to run a business journal ad about the Champions program and send out a mailer for their Car Free Diet program to all new residents (it is costly to send to everyone).
Coordinating agencies	They know the players and chambers in this business space, but they lead the pack and other organizations like to jump on ATP events and programs.
Role your agency plays	Lead
Role other agencies play	Coordinating
Overall satisfaction	They are happy with the program and the role it has played in the region. The achievements of the programs have helped build awareness in the county and the ACCS team is used to help in other spaces to support county operations as needed.
Lessons learned/challenges	For the outreach teams, it is hard to keep good contacts at the worksite as people move onto other job opportunities. Also, hiring young dynamic staff is good, but challenging as they want to be upwardly mobile and there are not a lot of options in outreach to move up.

	For the staff specifically, encourage them to be thought leaders and get involved in groups that matter like business improvement districts and others.
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Describe the measure	Active transportation (bike/ped) initiatives
Primary goal	For walking, they are trying to encourage more people to walk through education in newsletters and hosting annual walk events. For biking, they promote use of their bikeshare, organize bike rides, and write articles about cycling.
Targeted audience/user	They started with avid cyclists and are bringing in more over time. They have targeted millennials as well as those in the 40-50 age range.
Resources/cost/funding	CMAQ
Impacts/outcomes (effectiveness)	The programs are effective as they do out-of-the-box stuff for bikes. For example, they are bringing e-bikes into the fold as well as getting involved in the micro-mobility space through working on the scooter ordinance (conducted a survey of scooter users and found 33% would either be in a TNC or driving alone).
How is it monitored/measured	They collect survey data on what travel options people use for commuting. While these options are healthier and better for the environment, the state funders do not always have a good appreciation for their effectiveness because the measurement is challenging. They also use public relations to help them when needed. They have leveraged the designation as “#5 top bicycling community in America” as needed.
What data is collected	Mode usage from surveys and they have counters on the trails.
When did it start	Likely one to two years after bureau formed in 1989.

How long will it go (future)	Likely ongoing for the time being as they are bringing in e-bikes (conducted an e-bike pilot), recognize that post-COVID will be challenging to get people back on transit. They will also continue to focus bike initiatives in their residential markets.
Coordinating agencies	Local bicycle commission and those who support cycling.
Role your agency plays	Coordinating
Role other agencies play	Coordinating
Overall satisfaction	N/A (did not answer).
Lessons learned/challenges	<p>Looking forward, how strong is the business model for micro-mobility and could this present a challenge.</p> <p>Based on a recent webinar by Lime, most of Arlington micro-mobility trips were just under a mile. Now they are seeing trips average two to three miles. This has sparked conversation about how people in Arlington are using bikes to run errands and not for first/last mile solutions like they were before COVID-19.</p>

County Perspective:

- **County Peers: The Lake County DOT is leading this research – as a peer county, can you provide insight on how / why you feel county-level support is important in [SOV reduction]?**

You cannot take things for granted. Because they are grant-funded, it is easier to get county leadership and others behind their initiatives. Also, they are not spending tax-payer dollars, but initially they probably were. Without ACCS, the employers have to pay for these services, but they get to offer them for free. Amazon HQ2 search process revealed that their stature, environmental focus, and TDM community in Arlington area played a large role in them choosing the HQ2 location in Crystal City.

- **What other agencies have been instrumental in program development and implementation?**

Economic Development has been instrumental in coordinating. They send ATP staff to new companies before they move to Arlington. They also work with the Chamber to get to the business community and the leverage the Business Improvement Districts (BIDs) as needed.

Other:

- **What characteristics are unique to your service area that influence SOV reduction efforts?**

The political climate in Arlington is different as they have never had a Republican on their board. Their board is also comprised of five members with no districts and the chair changes every year.

- **Any changes you anticipate to your program delivery or structure as technology and changes in transportation are taking place?**

As they update their strategic plan, they anticipate technology playing a larger role, especially in the telework space. Also, they are considering the role of driverless vehicles, but recognize the challenges with GPS approximation of sidewalks, for example.

- **Any advice or lessons learned for Lake County as they explore SOV reduction programming?**

Try to figure out how your colleagues in the Chicago area are measuring SOV travel, are they involved, if so, what are they doing, and get involved in ACT (you can always learn something new). Be sure to know where you started, where you want to go, and one to three things you can focus on initially. Stick to those things and remind people that results will not happen overnight.

You can use grant funding to do some innovative things (Jim shared an example about an employee doing lunchtime education to Spanish speakers working at hotels). Use videos because they are awesome. If you are focused on getting cars off road, flex time (and other cheap, low-cost programs) can be a good start.

- **Impacts of COVID-19?**

Bikeshare ridership during COVID-19 has been used for bike trips since transit hours have been shortened and it is safer for social distancing purposes. Prior to COVID-19, 140 companies had telework policies. They now know between 800 and 900 companies have employees teleworking. They are offering emergency training, resources, and publications on their website.